



MARIBYRNONG CITY COUNCIL

Adopted Annual Budget & Strategic Resource Plan

2016/2017



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MAYOR & CEO MESSAGE

We are proud to present Council's 2016/17 Draft Adopted Budget for community consideration. Council has considered community views in preparing this Draft Adopted Budget and consultation will continue, to ensure we are meeting the needs of our residents.

In December 2015, Minister for Local Government announced that Victorian council rate rises would be capped to the rate of inflation, 2.5%, for 2016/17. While Councils could elect to apply for an exemption to this amount, we have agreed to uphold this rate.

There are also costs that Council has no control over, including unfunded superannuation liabilities and the State Government Landfill and Fire Services levies. We are required to collect these levies even though they are not Council charges.

Here at Council, we do far more than roads, rates and rubbish. We deliver more than 80 services across the areas of recreation, libraries, maternal and child health, animal management, sustainability, infrastructure and more.

In this year's Budget, Council is funding continued improvement across the City to make our streets cleaner and safer, and our community spaces more enjoyable – along with maintaining our City as vibrant and livable for residents and ratepayers, businesses and visitors.

Some major projects in this year's budget include:

- A \$4.6 million investment in cycleways and footpaths across our City will make wandering the local neighbourhoods by foot or pedal even more enjoyable
- \$8 million to improve Council-owned roads across the City, making them safer and easier to drive on
- \$970,000 for the renewal of nine reserves and open spaces, with two popular parks made even more appealing on sunny days, with Skinner Reserve receiving shade tree planning and a shade sail for McNish Reserve
- Council will carry out renewal works at the Kingsville Kinder and Brenbeal, Angliss, Kingsville and Saltwater Childrens Centres, to give our young residents the best care they can get in the crucial first years of life.
- \$100k for Crossing Renewals will also make it safer for children and families to get to and from care centres and school
- Footscray is a cultural hub in our City, and we will continue to support and promote its vibrancy and tourism appeal through \$250,000 for cleansing and an exciting Laneway Activation Project
- Our City is proudly a Festival City, and we will continue to support community-driven events such as the Seddon and Yarraville Festivals, along with supporting the New Little Music Festival and Australia Day favourite, the Stony Creek Music Festival
- We remain dedicated to an Active Maribyrnong, where people have opportunities to get involved in sport and recreation activities, leading to better health outcomes – many local sporting clubs will receive upgrades to pavilions and club rooms, and new public exercise equipment will be installed in North Braybrook
- \$500,000 will provide further planting of trees in streets, boulevards, and parks, as we continue to green our City
- Retaining the highest pensioner rebate rate in Melbourne, in fact increasing it to \$181.70 this year
- We'll be making it easier for you to connect with us and process online requests, with an updated and disability-accessible website

These are just highlights of a \$138 million budget that funds vital community services and infrastructure.

The budget is a public document presented for community consultation and review. Your comments are welcomed.

Cr Cameron McDonald, Mayor & Stephen Wall, CEO

EXECUTIVE SUMMARY

Council has prepared a Budget for 2016/2017 which is aligned to the vision in the Council Plan 2013/17. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the rate increase mandated by the State Government.

This Budget projects a surplus of \$7.2m for 2016/17, however, it should be noted that the adjusted underlying result is a surplus of \$7.1m after adjusting for capital grants and contributions (refer Section 10.1).

1. Key things we are funding

- 1) Ongoing delivery of services to the Maribyrnong City Council community funded by a budget of \$137.7m. These services are summarised in Section 2.
- 2) Continued investment in Infrastructure assets (\$22.2m) primarily for renewal works. This includes roads (\$8.0m); bridges (\$0.2m); footpaths and bicycle paths (\$4.6m); drainage (\$0.3m); recreational, leisure and community facilities (\$0.4m); parks, open space and streetscapes (\$6.2m); and transport management (\$0.5m). The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

2. The Rate Rise

- a. The average rate will rise by 2.5% in line with the order by the Minister for Local Government on 14 December 2015 under the Fair Go Rates System.
- b. Key drivers
 - i. To fund ongoing service delivery – business as usual (balanced with greater service demands from residents)
 - ii. To fund renewal of infrastructure and community assets.
 - iii. To cope with a reduction in funding from the Commonwealth Government via the Victoria Grants Commission caused by their freezing of indexation of the grant
- c. This will be a revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations).
- d. Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50. The other \$96.50 goes to the State and Federal Governments.¹
- e. Refer Section 7 for further Rates and Charges details.

3. Key Statistics

Total Revenue: \$128.7m (2015/16 = \$127.6m)

Total Expenditure: \$121.6m (2015/16 = \$121.5m)

Accounting Result: \$7.1m Surplus (2015/16 = \$5.8m Surplus)

(Refer Income Statement in Section 3)

(Note: Based on total income of \$128.7m which includes capital grants and contributions)

Underlying operating result: Surplus of \$7.0m (2015/16 = Surplus of \$2.6m)

(Refer Analysis of operating Budget in Section 10.1)

(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)

Cash result:

(Refer Statement of Cash Flows in Section 3)

This is the net funding result after considering the funding requirements to meet loan principal repayments and the reserve transfers.

Total New **Capital Works Program** of \$36.0m

- \$27.4m from Council operations (rates funded)
- \$0.0m from borrowings
- \$0.4m from asset sales
- \$1.16m from external grants
- \$7.0m from cash and reserves

1. Refer <http://www.abs.gov.au/ausstats/abs@.nsf/mf/5506.0>

BUDGET REPORTS

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 15 of this report.

This section includes the following reports and statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

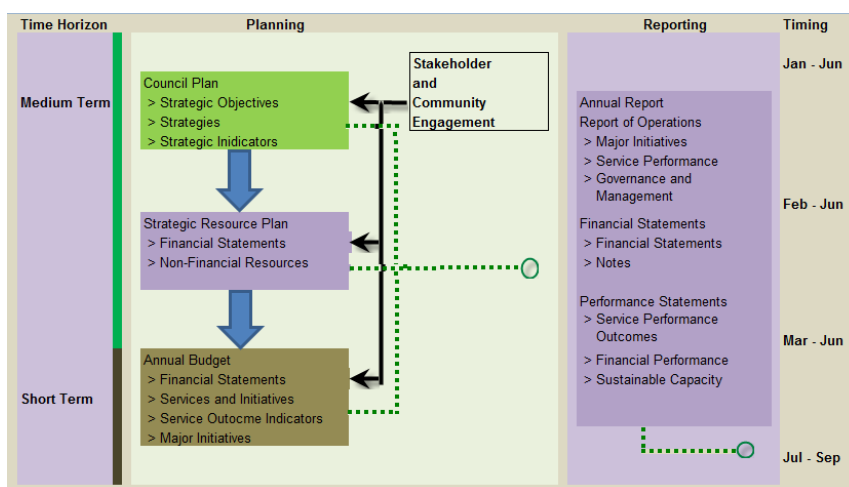
- 1 Links to Council Plan
- 2 Services and service indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Grants and borrowings
- 6 Detailed list of capital works
- 7 Rates and charges

1. LINKAGE TO THE COUNCIL PLAN

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Audited Statements).

1.1 Planning and Accountability Framework

The Strategic Resource Plan, included in the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the services and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.












The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement of the Annual Budget process.

1.2 Our Purpose - Our Vision

“A diverse and vibrant City dedicated to Community Services, democracy, sustainable growth and opportunity for all.”







Our Wellbeing Commitment

Maribyrnong City Council’s primary objective is to promote and protect the wellbeing of our community and to achieve this we commit to putting all of our people first. Individual and Community Services is achieved when everyone has, and feels they have, the ongoing opportunity to reach their full potential in all aspects of their life. We are committed to creating and improving the physical, social, natural, cultural and economic environments that keep people well now and into the future. As a leader, partner, advocator, decision maker, service provider and planner we recognise that Community Services requires a long term investment. We must focus on the necessary foundations for enhancing wellbeing such as access to appropriate and affordable housing and employment, transport that is accessible, safe and reliable, amenity and social connectedness. Council is committed to social justice and equity for all. We will engage with our most vibrant and diverse community including women, children, youth, the elderly, people living with disability, people from non-English speaking backgrounds, Torres Strait Islanders, people who are gay, lesbian, bisexual, transgender, intersex and queer, the unemployed, those on low incomes and the homeless. Everything we do has an impact on Community Services and every Council policy, strategy, decision and action will be informed by our commitment. Councils nine wellbeing outcomes underpin the Council Plan.

Wellbeing Outcomes	Description	
1. Well Planned City		Well planned neighbourhoods, city design and development that are attractive and provide safe and accessible public spaces for all.
2. Cultural Vibrancy		A city that respects, celebrates and protects the history and diversity of our heritage, cultural precincts, the arts and community spaces.
3. Economic Prosperity		Economic activity that supports local investment, local employment and access to income as well as pathways to education and training.
4. Equity		Equitable access to quality resources that support individual and Community Services now and into the future.
5. Community Harmony		A strong sense of community built on diversity of gender, age, culture, ability, lifestyle and faith and that supports social inclusion and community decision making.
6. Liveability		A city that has liveable places and community infrastructure that promotes social connections and improves quality of life for everyone.
7. Environmental Sustainability		A city and organisation that implements environmentally sustainable policies, practices and procedures that protect the environment and promote the sustainable use of natural resources.
8. Sustainable Transport		Accessible, affordable and safe transport options for all community members that encourage sustainable and active transport around the municipality.
9. Efficient Workforce		An effective and efficient workforce that demonstrates engagement, innovation, accountability, transparency, good governance and sustainable economic practices that ultimately build and support municipal-wide wellbeing.

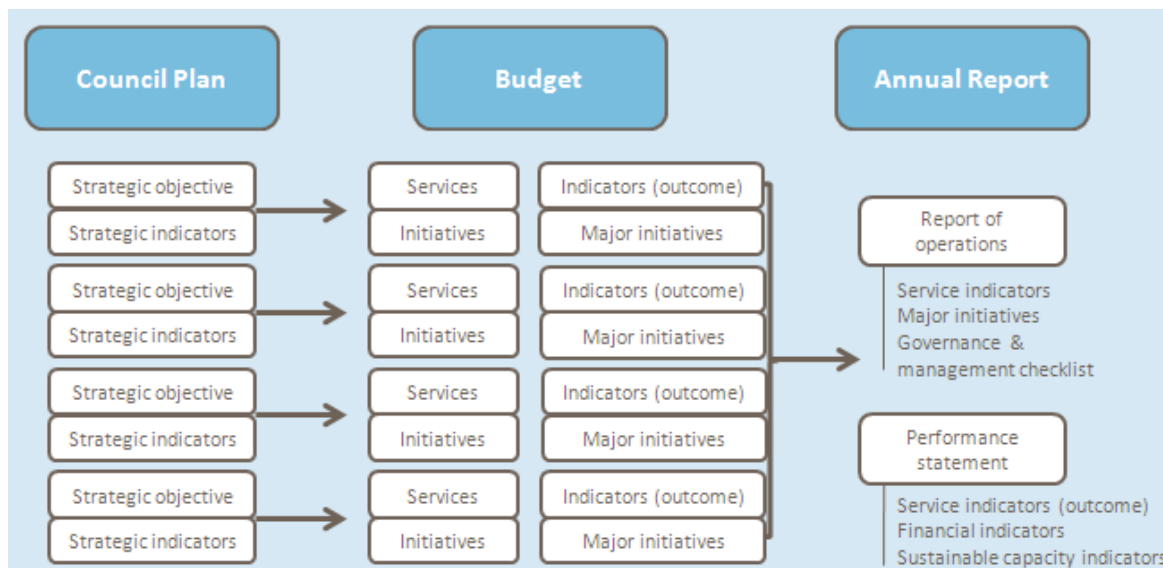
1.3 Strategy Objectives

Council provides more than 80 services to the community. Each contributes to the achievement of one of the six Strategic Objectives as set out in the Council Plan for the years 2013-17. The following table lists the six Strategic Objectives as described in the Council Plan.

Strategic Objectives	Description	
1. Urban Growth		We will create a well planned city that facilitates change whilst respecting our heritage and neighbourhood character.
2. Liveability		We will foster a connected and a welcoming City for all by providing quality designed places and services for our community.
3. Economic Prosperity		In partnership with our community and stakeholders we will support local businesses, attract investment and improve pathways for education and training.
4. Transport		We will plan for a functional, sustainable, safe and pedestrian-friendly transport and traffic management system that meets the diversity of community needs.
5. Environmental Sustainability		In partnership with our community and stakeholders we will educate, innovate and promote environmental sustainability.
6. Organisational Accountability		We will implement a transparent, engaging, accountable governance structure to effectively deliver this Council Plan.

2. SERVICES, INITIATIVES & SERVICE PERFORMANCE INDICATORS

This section provides a description of the services and initiatives to be funded in the Budget for the 2016/2017 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning (formerly Transport, Planning and Local Infrastructure)

Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in the following sections.

2.1 Community Services

Cl. Ref.	Community Services Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$
OP3	Community Services Management	423,349	0	423,349
OP9	Aged & Diversity	6,929,111	-4,844,755	2,084,356
OP15	Community Infrastructure and Social Development	1,955,829	-46,164	1,909,665
OP21	Community Learning & Libraries	5,757,312	-968,400	4,788,912
OP27	Family & Youth Services	5,078,107	-1,178,066	3,900,041
OP31	Leisure Services	5,976,622	-5,170,048	806,574
OP32	Community Services Total	26,120,330	-12,207,433	13,912,897

Ref No.	Strategic Initiatives	Council Plan Strategic Objective	Wellbeing Outcomes	2016/2017 Exp \$
IN1	Lacrosse international event	Liveability	Community Harmony	5,000
IN2	Yarraville Glory Soccer Club building improvements	Liveability	Liveability	10,000
IN3	Yarraville Cricket Club building upgrade	Liveability	Liveability	10,000
IN4	Play Connect Program	Liveability	Community Harmony	5,000

Ref No.	Strategic Initiatives	Council Plan Strategic Objective	Wellbeing Outcomes	2016/2017 Exp \$
IN5	Yarraville Youth Centre	Liveability	Equity	30,000
IN6	Footscray/Yarraville band percussion	Liveability	Cultural Vibrancy	2,500
IN7	West Projections	Liveability	Cultural Vibrancy	5,000
IN8	Larissa McFarlane Seddon photos wall art	Liveability	Cultural Vibrancy	2,000
IN9	Sun Theatre wall art	Liveability	Cultural Vibrancy	5,000
IN10	Gambling - Research - Measuring Harm from Pokies	Economic Prosperity	Equity	15,000
IN11	Southern University Games	Livability	Cultural Vibrancy	30,000
IN12	Girls Guide to Footscray video	Liveability	Equity	10,000
Total Community Services				129,500

Major Initiatives	Department	Performance Indicator	Strategy
2.1.1 Redevelop Church Street Children's Centre.	Family and Youth Services	Construction complete by 30 June 2017.	Strategy: 2.1 Improve the city's amenity to create safe, high quality and inviting public places, services and facilities for all.
2.1.2 Develop Early Years Service Model, in partnership with State Government, Victoria University and local schools.	Family and Youth Services	Early Years service model developed by 30 June 2017.	Strategy: 2.1 Improve the city's amenity to create safe, high quality and inviting public places, services and facilities for all.
2.1.3 Construct Phase 1 of the Maribyrnong Aquatic Centre (MAC) half life re-fit	Leisure Services (Asset Management and Construction)	Phase 1 construction complete.	Strategy: 2.1 Improve the city's amenity to create safe, high quality and inviting public places, services and facilities for all.

Service Performance Outcome Indicators Community Services

Service	Indicator	Performance Measure	Computation
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population who receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100
		Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people who receive a HACC service)	[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100

Service	Indicator	Performance Measure	Computation
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population

Community Services Management

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Income \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP1	Community Services Management				
OP2	Community Services Management	423,349	0	423,349	Liveability
OP3	Community Services Management Total	423,349	0	423,349	

The Key Strategic Activities for the Community Services Directorate for the 2016/2017 year are:

- Continue to invest and advocate for services and infrastructure to support a program of urban renewal in Braybrook.
- Plan for the social infrastructure needs of the community across the municipality.
- Continue implementation of the agreed actions from the Disability Action Plan, the Multicultural Policy & Action Plan and the Indigenous Policy & Action Plan.
- Better integrate wellbeing across Council activities through improved data and research, community engagement and targeted integrated strategies including gender equity.
- Work with the government, community and private sector to improve perceptions of safety across the City of Maribyrnong.
- Support community projects and activity through the implementation of the Community Grants Program and the new Active Maribyrnong Grants Program.
- Promote and develop local employment through the Maribyrnong Jobs Program.
- Implement the Maribyrnong Strategy for Young People.
- Complete the Maribyrnong Sports Development Strategy and commence implementation of agreed actions.
- Review and update the Maribyrnong Early Years Plan.
- Progress the Maribyrnong Alliance for Young People and encourage collaboration between its member organisations to better coordinate local youth service delivery.
- Increase the capacity of the Youth Leadership Advisory Committee to represent the voices of local young people to Council.
- Continue implementation of Council's Arts and Cultural Strategy and Public Art program.
- Complete the refurbishment of the Angliss Reserve sports pavilion and the Maidstone Tennis Facility.
- Complete community engagement, planning and design of the Footscray Community Hub and refurbishment of the Kingsville Tennis pavilion.
- Implement the StreetWorks graffiti prevention program.
- Deliver the Active Maribyrnong Program, the Gender Equity/Prevention of Violence against Women program, the Braybrook FILLS Program and the Friendly Neighbors' Program.
- Continue delivery of food services, community care and other programs for senior residents.
- Continue to provide a range of learning and community development activities through Council's Community Centres and Libraries.
- Review and update Library Plan to include a plan for Community Learning & Libraries.
- Develop a program of Health and Wellbeing social events to enhance social interaction for older people with our community.
- Develop and deliver the Human Rights & Social Justice Conversation series.
- Footscray Hockey Club

Aged and Diversity

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP4	Aged & Diversity				
OP5	Aged & Diversity Management & Co-Ord	768,866	-164,595	604,271	Liveability
OP6	Community Care	4,352,168	-3,526,677	825,491	Liveability
OP7	Diversity	374,131	-166,542	207,589	Liveability
OP8	Positive Ageing	1,433,946	-986,941	447,005	Liveability
OP9	Aged & Diversity Total	6,929,111	-4,844,755	2,084,356	

The Aged & Diversity department provides a comprehensive and integrated range of home and community support services to older adults, people with a disability and their careers. The Aged & Diversity area is divided into four sections: 1) Positive Ageing, 2) Diversity Services 3) Community Care Services, and 4) Assistance with Care & Housing for the Aged.

The Community Care team provides initial contact and needs identification for older adults and people with a disability living within the municipality in their own home environment. These services include information, advice and referral, assessment and care planning, and other support services.

The Positive Ageing team provides Health Promotion and Social outings for older residents in the municipality, a Day Centre program twice a week in the Raleigh Road Activity Centre, and manages the Home Gardening Service and the Food Service program including delivered meals, centre-based and café meals. The team is responsible for the implementation of the Ageing Friendly Strategy and the HACC Diversity Plan as well as the planning for the new Footscray Community Hub.

The Diversity team delivers the Disability Policy and Action Plan, the Multicultural Policy & Action Plan and the Indigenous Policy and Action Plan. The team supports Council departments to develop and implement these strategies and ensure Council services and processes are inclusive. The team also plays a community development role working with these communities and across Council to promote inclusiveness, increased accessibility and strengthening capacity. A further strategic project is the implementation of Council's Human Rights & Social Justice Framework, which will include the actions for the three policies mentioned previously.

Community Infrastructure and Social Development (CI&SD) Department

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP10	Community Infrastructure & Social Development				
OP11	Arts & Culture	648,069	-46,164	601,905	Economic Prosperity
OP12	Community Infrastructure & Social Development Mgmt	345,238	0	345,238	Liveability
OP13	Health and Wellbeing Planning	303,788	0	303,788	Liveability
OP14	Social Policy and Partnerships	658,734	0	658,734	Liveability
OP15	Community Infrastructure & Social Development Total	1,955,829	-46,164	1,909,665	

The Community Infrastructure and Social Development (CI&SD) Department actively works to support the development of healthy, creative, culturally inclusive and engaged communities in Maribyrnong. The Department focuses on gender equity, arts and culture, social research and policy, community safety and capacity building to enhance the social, cultural and artistic life of people and places in Maribyrnong.

The Department's work is underpinned by the principles of human rights and social justice and a commitment to wellbeing outcomes through the following teams:

- Arts and Culture
- Health and Wellbeing
- Gender Equity
- Social Policy & Partnerships

It takes an integrated, evidence based approach to strategic policy and planning, partnership facilitation, community capacity building, advocacy and community consultation, including liaison and collaboration.

The combined work of the teams include:

- Arts and cultural planning and collaboration: Public Art Strategy, StreetWorks, Open Studios, Strategic Arts Framework, Bluestone Church Arts Space, Artsbox
- Capacity building: Volunteer Policy, Community Leadership Program, Community Grants; Community Gardens Policy, community development projects
- Evidence based policy and planning: Gambling Policy, Alcohol and Other Drugs Policy, Shared Approach to Community Safety Strategy; Community Infrastructure Plan,
- Integrated, organisation wide partnership approaches: Human Rights and Social Justice Framework; Gender Equity planning and development, Place-based revitalisation of Braybrook, Municipal Public Health Planning (integrated into the Council Plan)
- Research and data: Community Profile, Social Atlas, Population Forecasts, Wellbeing Snapshot, id staff workshops accessing and using data.

Community Learning and Libraries

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP16	Community Learning & Libraries				
OP17	Community Centres Network	1,412,033	-255,479	1,156,554	Liveability
OP18	Library Services	4,014,746	-607,391	3,407,355	Liveability
OP19	Neighbourhood Community Centres	67,645	0	67,645	Liveability
OP20	Occasional Child Centres	262,888	-105,530	157,358	Liveability
OP21	Community Learning & Libraries Total	5,757,312	-968,400	4,788,912	

The Library Service delivers responsive library services and programs to the Maribyrnong community. Library services and programs actively engage a diverse range of people and afford opportunities to inspire and transform their lives through reading, literacy and knowledge.

Five branch libraries provide lending collections, access to information technology, cultural activities, and literacy programs, including digital literacy. Children's programs and collections focus on childhood literacy, through physical collections and online apps, alongside baby rhyme times, story times, holiday programs and new parents' sessions. Special story times are also held in community languages. Multicultural services provision is a major focus, with a high percentage of library usage by people of non-English speaking backgrounds. Collections are available in 12 community languages and each year special programs are developed which reflect community diversity.

Through its website library users can manage their loans as well as access the library catalogue, digital resources, eBooks, audio books and apps which support digital learning and literacy.

The Community Centres offer a wide range of programs, activities and events with, and for the community and provide affordable space for community groups to conduct their business. The Centres are run with a strong community development framework that encourages empowerment, access and equity, inclusion, advocacy, social justice and community participation.

Programs include English and literacy programs, computer training, youth programs, playgroups, exercise, art and craft, health and wellbeing, community dinners, garden to plate and seniors.

Community Centres also offer spaces for council departments to run events and consultations and partner with community organisations and business to offer relevant and meaningful opportunities for all the community.

The Community Centres program operates from three sites.

- Braybrook Community Hub 107-139 Churchill Avenue Braybrook
- Maidstone Community Centre 21 Yardley Street
- Maribyrnong Community Centre 9 Randall Street Maribyrnong

Family & Youth Services

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP22	Family & Youth Services				
OP23	Early Years Development & Support	955,291	-215,694	739,597	Liveability
OP24	Family Services & Community Project Management	285,772	0	285,772	Liveability
OP25	Maternal & Child Health	2,753,193	-819,564	1,933,629	Liveability
OP26	Youth Services	1,083,851	-142,808	941,043	Liveability
OP27	Family & Youth Services Total	5,078,107	-1,178,066	3,900,041	

The Family & Youth Services Department works collaboratively to strengthen the wellbeing of children, young people and families through direct service delivery, partnership facilitation, strategic planning, advocacy and community consultation. The department also plays a key role in municipal emergency recovery management.

The Maternal and Child Health and Immunisation Service has over seven thousand children enrolled in the Service and provide approximately eighteen thousand consultations during the year. These consultations include the physical assessment of the child, health promotion, maternal wellbeing checks and referrals as needed. Immunisations given to pre-school children total over four thousand five hundred, while the secondary school students receive over six thousand immunisations. Families are offered support with individual consultations as well as in new parent groups, parent information sessions. Additionally, the Enhanced Maternal and Child Health service provides extra support for those families who have additional needs.

The Early Years team coordinates the compliance of fifteen Council owned facilities that house early years services as well as planning and developing infrastructure that is responsive to population changes with a focus on integrated children's hubs. The team resources and supports our local early years sector to enable high quality service provision. It facilitates the Maribyrnong Early Years Alliance and the implementation of the Maribyrnong Strategy for Children 2015-18 and Family Strengthening Strategy 2015-18 through partnerships. It provides support to parent managed committees of child care centres and manages the Central Registration System for the community based child care centres and kindergartens. The team implement community engagement strategies including consulting with children.

The Youth Services team works to improve the health and wellbeing outcomes for local young people (12-25 years) through implementing the Maribyrnong Strategy for Young People 2014-2018 . Youth Services are the facilitating partner for the Maribyrnong Alliance for Young People consisting of over 20 key organisations and the Maribyrnong Workers with Young People Network with a membership of 273 local professionals. Youth Services facilitates the delivery of 21 programs and 15 events annually that support the development of young people and their connection to the community. Youth Services manage the Phoenix Youth Centre that has 1600 unique bookings per year, with 1500 young people casually accessing the Centre outside of program times.

Leisure Services

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP28	Leisure Services				
OP29	Maribyrnong Aquatic Centre	5,171,544	-5,069,000	102,544	Liveability
OP30	Recreation Services	805,078	-101,048	704,030	Liveability
OP31	Leisure Services Total	5,976,622	-5,170,048	806,574	

The Leisure Services department is responsible for achieving Council's sport, leisure and recreation strategies, planning, strategies and policies as well as the project management and delivery of a range of capital works projects and recreation programs. In addition, the department delivers health, leisure and wellbeing services and programs through the Maribyrnong Aquatic Centre, the Active Maribyrnong Program as well as managing services provided by the YMCA through RecWest Footscray and RecWest Braybrook.

The team provides opportunities for participation in a range of leisure activities from highly structured organised sport to informal social and family activities in Council's many parks, free to public tennis courts, basketball courts, skate parks, bike paths and walking trails. Over 100 community clubs and associations are supported by the department which sees the municipality host thousands of sporting activities each weekend including a number of key national and international sporting events held throughout the year.

2.2 Corporate Services

CORPORATE SERVICES Maribyrnong City Council Service Delivery		Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$
CI Ref.				
OP35	Corporate Services Management	739,654	0	739,654
OP38	Office of CEO	442,560	0	442,560
OP42	Commercial Services	1,451,550	0	1,451,550
OP46	Communications and Engagement	1,274,892	0	1,274,892
OP55	Finance	9,768,697	-96,058,788	-86,290,091
OP60	Governance and Customer Service	3,261,323	-322,772	2,938,551
OP65	Organisational Development	2,401,435	0	2,401,435
OP69	Information Services	5,002,385	-400	5,001,985
OP70	Corporate Services Total	24,342,496	-96,381,960	-72,039,464

CI Ref.	Strategic Initiatives	Link to Strategic Objectives	Wellbeing Outcomes	2016/2017 Exp \$
IN13	47 - 61 Byron Street (Little Saigon), Footscray	Economic Prosperity	Economic Prosperity	35,000
IN14	Implementation of Suite of On Line Payments	Organisational Accountability	Liveability	80,000
IN15	Website and intranet	Organisational Accountability	Efficient Workforce	250,000
Total Corporate Services				365,000

Major Initiatives	Department	Performance Indicator	Strategy
2.2.2 Increase community participation in decision making by embedding use of online consultation across council, including the 'Your City Your Voice' tool.	Communications and Engagement	Increased utilisation of online platform in community engagement activities by 20%.	Strategy: 2.2 Increase opportunities for community participation in Council's decision making.
6.3.4 Development of new website	Communications and Engagement	Design and implementation by June 2017.	Strategy: 6.3 Implement the new technology and systems required to support business transformation, innovation and service delivery.
6.5.3 Introduce effective monitoring and analysis of social media platforms	Communications and Engagement	Analysis completed by June 2017.	Strategy: 6.5 Improve our relationship with our community and stakeholders by fostering partnerships and encouraging the use of social media.

Service Performance Outcome Indicators – Corporate Services

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community).	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community.

Corporate Services Management

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP33	Corporate Services Management				
OP34	Corporate Services Management	739,654	0	739,654	Organisational Accountability
OP35	Corporate Services Management Total	739,654	0	739,654	
OP36	Office of CEO				
OP37	Office of CEO	442,560	0	442,560	Organisational Accountability
OP38	Office of CEO Total	442,560	0	442,560	

Corporate Services Strategic Direction

The Local Government Act 1989 requires Council to develop a series of strategic documents which include a Council Plan, Strategic Resource Plan and Annual Budget. The Council Plan includes the strategic objectives of the Council and strategies for achieving those objectives over the four year term of the Council. The current Council Plan (2013-17) includes the Strategic Resource Plan (SRP), which outlines the resources required to implement Council's vision and strategies.

The key financial objectives, which underpin the SRP to 2020, are:

- Maintenance of service levels.
- Achieve a sustainable operating surplus.
- Achieve a Capital Works and Improvement Program which meets the asset renewal needs of the City.
- Achieve a balanced budget on a cash basis.
- Capacity building and skills development of Council staff.

Following Principles of Sound Financial Management (as contained in the Act) set the framework for Council's SRP, and include;

- Prudently manage financial risks relating to debt, assets and liabilities.
- Provide reasonable stability in the level of rate burden.
- Consider the financial effects of Council decisions on future generations.
- Provide full, accurate and timely disclosure of financial information.

Service Description

The Corporate Services team provides a broad and diverse range of statutory and non statutory services that support and enable the operations of the organisation. These services include finance, information technology, services, governance, property, customer service, commercial services, strategic marketing, communications and advocacy and human resources management.

Key influences for the team include:

- Increased regulatory and compliance expectations from all levels of Government.
- Increased community expectations for ongoing communications, engagement and services.
- Increasing demand for online delivery of services.
- Introduction of new technology systems.
- Implementation of legislative changes for governance and financial accountability.
- Refining and improving procurement and contracting activities to deliver value for money outcomes
- Embedding effective risk management practices across the Council
- Improved organisational resilience to business disruption events
- Implementation of best value service reviews across the directorate
- New reporting requirements for Local Government as per the revised regulations, including 71 performance indicators
- Implement prudent financial management and explore new revenue streams
- Continuous improvement in organisational accountability.

Commercial Services

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP39	Commercial Services				
OP40	Contracts & Procurement	578,618	0	578,618	Organisational Accountability
OP41	Risk Management	872,932	0	872,932	Organisational Accountability
OP42	Commercial Services Total	1,451,550	0	1,451,550	

The Commercial Services Department is responsible for the delivery of policies, systems, processes and practices to support Council’s procurement, contracting, risk management, insurance and business continuity functions.

This is achieved though:

- Providing constructive and timely advice on contracting and procurement issues with the aim of increasing the organisations capacity and capability to deliver value for money outcomes.
- Delivering a targeted range of training opportunities to ensure an awareness and application of Council’s procurement policy and procedures.
- Exploring opportunities for improved collaborative contracting and procurement practices and strategies, both internally and externally.
- Embedding effective and sound risk management practices as an integral part of Council’s business processes.
- Effective business continuity planning to minimise service disruptions and improve organizational resilience in delivering a broad range of services to the community.
- Managing Council’s insurance portfolio to ensure an appropriate level of cover is maintained across our diverse service areas.
- Effective management of Council’s Insurance claims handling process.

Communications & Engagement

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP43	Communications and Engagement				
OP44	Communications and Engagement	467,951	0	467,951	Liveability
OP45	Media & Communications	806,941	0	806,941	Liveability
OP46	Communications and Engagement Total	1,274,892	0	1,274,892	

In the broadest terms, the Communications and Engagement Department works to build the profile and reputation of Maribyrnong and its authentic strengths as a vibrant, inner-city locale. The Department has two teams. The remit of the Media and Communications team includes social media and online services as an area of growing emphasis for Council.

It includes both corporate communications about the Maribyrnong City Council and general marketing of the city as a great place to live, visit, work or study.

The Advocacy and Engagement team has coverage for community engagement, stakeholder relationship management as well as coordinating and supporting the Council's leadership for the advocacy program and government relations. Key responsibilities include:

- Media
- Corporate communications
- Internal communications
- City marketing
- Online and Social Media
- Stakeholder relations
- Community engagement
- Advocacy
- Issues management.

Finance

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP47	Finance				
OP48	Debt Servicing	969,307	0	969,307	Organisational Accountability
OP49	Financial Accounting	970,022	-4,019,309	-3,049,287	Organisational Accountability
OP50	Funding Management	5,267,556	0	5,267,556	Organisational Accountability
OP51	Management Finance	841,005	0	841,005	Organisational Accountability
OP52	Payroll	296,421	0	296,421	Organisational Accountability
OP53	Rates	0	-91,910,424	-91,910,424	Organisational Accountability
OP54	Revenue & Valuations	1,424,386	-129,055	1,295,331	Organisational Accountability
OP55	Finance Total	9,768,697	-96,058,788	-86,290,091	

The Finance team is responsible for the delivery of the following services:

- Financial Accounting (Annual Report)
- Asset Accounting
- Investments
- Accounts Payable
- Purchasing
- Management Accounting (Budget and Performance Management)
- Payroll
- Revenue Services
- Debtors
- Valuations

Financial Accounting prepares the Annual Financial Statements. Key components of these Statements are the endorsement of the Principal Accounting Officer, compliance with Australian Accounting Standards, the Local Government Act 1989 and the audit by the Victorian Auditor General. This team is also responsible for Accounts Payable, Purchasing, Investments and Stewardship of Council Assets.

Management Accounting is responsible for;

- The development of the Long Term Financial Strategy
- Preparation and adoption of Council's annual budget, including the Strategic Resource Plan
- Reporting on Council's performance to the annual budget
- Assisting the organisation in the management of their budgets
- Reporting to Council performance against the adopted budget
- Payroll

The Revenue Services team is responsible for;

- Raising and collecting general property rates and maintaining property database.
- Issuing of rate notices and ensuring collection of general rates and other charges owing.
- Issuing sundry debtor invoices for all departments within Council and ensuring that outstanding accounts are collected within Council's payment terms.
- Property valuations for the purpose of raising rates, in accordance with the Valuation of Land Act to meet Valuer-General's requirements for biennial revaluations, processing of formal objections and to raise and issue supplementary valuations as required.

Governance and Customer Service

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP56	Governance and Customer Service				
OP57	Customer Service	1,412,411	-1,000	1,411,411	Organisational Accountability
OP58	Governance and Legal Services	1,353,243	-140,000	1,213,243	Organisational Accountability
OP59	Property Management	495,669	-181,772	313,897	Organisational Accountability
OP60	Governance & Customer Service Total	3,261,323	-322,772	2,938,551	

The Governance and Customer Service Department delivers excellence in customer service, provides expertise in the management of Council's property responsibilities and drives good governance practice.

This is achieved in the following ways:

- By focusing on providing best practice in the delivery of customer service.
- Providing expert and timely advice regarding the management of Council properties and property related decisions with internal and external stakeholders including service managers of Council properties.
- Delivering a well managed Council decision making cycle.
- Developing, maintaining and implementing the statutory requirements and corporate governance policies and procedures of the Council to ensure accountability, transparency, legislative compliance and alignment with strategic direction.

The Governance and Customer Service Department includes the following teams: Customer Service, Governance, and Property Management.

Organisational Development

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Income \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP61	Organisational Development				
OP62	Human Resource	1,046,195	0	1,046,195	Organisational Accountability
OP63	Occupational Health & Safety	499,575	0	499,575	Organisational Accountability
OP64	Corporate Planning	855,665	0	855,665	Organisational Accountability
OP65	Organisational Development Total	2,401,435	0	2,401,435	

The Organisational Development Department is responsible for providing support and advice to Managers and employees in the areas of recruitment, employee relations, corporate learning and development, occupational health and safety, injury management and return to work and corporate planning. In 2016/2017 the Department will be focused on finalising the 2016 Enterprise Agreement, continuing the development and coordinators and working with Departments to review their services in light of increasing financial constraints.

Information Services

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP66	Information Services				
OP67	Information Management	614,509	-400	614,109	Organisational Accountability
OP68	Information Technology Services	4,387,876	0	4,387,876	Organisational Accountability
OP69	Information Services Total	5,002,385	-400	5,001,985	

The Information Technology Services team sits within the Corporate Services Directorate with a clear focus on adding value to the Organisation's business units and providing excellent customer service.

The Information Technology Services team has responsibility for activities that fall within the Information and Communications Technology Services including Telecommunications and Information Management.

Key responsibilities include:

- ITS Strategic Planning
- Desktop Services and Support
- Network Infrastructure Administration
- Fixed and Mobile Voice and Data Management and Support
- Procurement of Hardware, Software and Telephony
- Geographic (Spatial) Information Systems Management
- Business Systems Support, Analysis, Development and Implementation
- General IT Support and Training
- Knowledge and Information Management
- Central Records Management
- Records Archiving and Destruction Management
- Internal Mail Distribution

Ensuring a consultative approach we aim to establish and maintain best practice processes and oversee the maintenance of quality services and systems by ensuring availability and capacity. Through the provision of operational and strategic advice, the Information Technology Services team develops and implements related policies and procedures to meet business needs and enhance performance by supporting the achievement of the Organisation's business objectives.

2.3 Infrastructure Services

CI Ref.	INFRASTRUCTURE SERVICES Maribyrnong City Council Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Income \$	Budget 2016/2017 Net \$
OP73	Infrastructure Services Management	462,263	0	462,263
OP76	Asset Management & Construction	1,422,234	0	1,422,234
OP82	Civil Design & Transport	1,024,613	-21,500	1,003,113
OP92	Operations & Maintenance	26,133,061	-3,763,640	22,369,421
OP95	Sustainability & Environment	2,202,746	0	2,202,746
OP96	Infrastructure Services Total	31,244,917	-3,785,140	27,459,777

Ref No.	Strategic Initiatives	Council Plan Strategic Objective	Wellbeing Outcomes	2016/2017 Exp \$
IN16	FCAC solar project	Environmental Sustainability	Environmental Sustainability	2,500
IN17	Bike Station at Afton Street Bridge	Transport	Sustainable Transport	10,000
IN18	Existing Parking Restriction Audit	Transport	Efficient Workforce	40,000
IN19	Ongoing Implementation of NMITS	Environmental Sustainability	Liveability	30,000
IN20	Footscray CBD Cleansing Program	Economic Prosperity	Economic Prosperity	250,000
Total Infrastructure Services				332,500

Major Initiatives	Department	Performance Indicator	Strategy
1.1.2 Complete the construction of Little Saigon (Footscray) project and Welcome Arch	Asset Management and Construction	Construction completed by October 2016.	Strategy: 1.1 Build a well planned city for our growing population, which is respectful of all people.
4.2.2 Implement actions from the Maribyrnong Bicycle Strategy 2014, including: - Adding new section to Federation Trail - Widening Van Ness Avenue shared path - Bike lane line marking in Central Footscray	Civil Design and Transport	100% completion of works by June 2017.	Strategy: 4.1 Create a connected, pedestrian-focused and bicycle friendly city.
4.5.1 Continue to work with State Government and key stakeholders on ways to manage heavy freight vehicles through our municipality, including the following: - Work with VicRoads on the preparation of a communication strategy to address our community's concerns regarding the use of High Productivity Freight Vehicles within MCC - Work with VicRoads to identify an agreed freight route network	Civil Design and Transport	Meetings/consultation with Government agencies held.	Strategy: 4.5 Support the efficient movement of freight on designated routes across the municipality.

Service Performance Outcome Indicators Infrastructure & Engineering

Service	Indicator	Performance Measure	Computation
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

Infrastructure Services Management

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Income \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP71	Infrastructure Services Management				
OP72	Infrastructure Services Management	462,263	0	462,263	Liveability
OP73	Infrastructure Services Management Total	462,263	0	462,263	

Infrastructure Services is responsible for strategic planning, development and maintenance of its physical assets in the city. This includes assets such as local roads, paths, drains, laneways and buildings. It is also responsible for transport planning, parking management, traffic engineering, public lighting and operations, waste and cleansing services, maintenance of parks and gardens, fleet management and environmental sustainability.

Areas of responsibility;

- Asset management & construction
- Civil design & transport
- Operations & maintenance
- Sustainability & environment

Infrastructure Services Strategic Direction

- Continue to develop systems and strategies relating to Council’s assets and infrastructure, including the delivery of the Capital Works and Improvement Program and initiatives that enhance and improve community amenity.
- Continue the development and implementation of the integrated asset management system
- Continue to implement a condition monitoring program and develop long term capital renewal and maintenance programs for council owned assets
- Provide responsive and high quality operations and maintenance services to the community.
- Ensure that effective and sustainable asset management principles are applied to capital projects and asset maintenance decisions across the City.
- Plan for the continuous renewal, upgrade and maintenance of Council’s assets, facilities and infrastructure to meet current and future community needs in a timely manner within approved budgets.
- Promote and support programs and initiatives that support sustainability, public health, Liveability and Community Services.
- Plan for and manage an effective transport and parking system for the City.
- Advocate for new and upgraded state transport infrastructure, reduce impacts of truck traffic on residents and improve public transport throughout the City.

Service Description

The Infrastructure Services Branch is the Directorate for the asset planning and maintenance of Council's physical assets such as roads, footpaths, cycle paths, parks and open space, trees, drains and Council buildings along with transportation planning, traffic engineering, parking management and environment and sustainability services. The Directorate is also responsible for providing cleansing services, recycling and refuse collection services, 'At Call' hard and user pays green waste service. In addition, the Branch is responsible for public lighting, major project delivery and contaminated land management across the municipality.

Service Trends and Influences

The City of Maribyrnong's population is expanding rapidly, creating further demands on existing infrastructure and service delivery and creating additional assets to manage and maintain. The municipality also has ageing infrastructure that requires ongoing maintenance and replacement where appropriate. Council's capital and asset improvement program provides for a balanced distribution of available funds within the various asset categories based on competing priorities. Funding has been allocated and optimised to the various asset classes to meet the required renewal demand and progressively reduce the current asset backlog (poor condition assets) over the next 10 years.

Council is constantly reviewing its maintenance and renewal programs to ensure its resources are directed to address community concerns and priorities, such as cleanliness, dumped rubbish, graffiti and greening of the city.

Key Strategic Activities for the directorate

The Key Strategic Activities for the Infrastructure Services directorate for the 2016/2017 year are:

- Implementation of Council's roads, drainage, footpath buildings, open space and major capital works and improvement programs within available budgets.
- Improving the general appearance and amenity of the city.
- Ongoing implementation of the asset management improvement plans.
- Ongoing implementation of the Maribyrnong Integrated Transport Strategy, Maribyrnong Strategic Bicycle Plan, Safe Travel Plan, Waste Minimisation Strategy and Zero Carbon Plan.
- Road safety and traffic management initiatives and programs.
- Effective management of contaminated land and proactive monitoring and testing of Council land.
- Optimising efficiencies in waste management activities, including improved recycling rates.
- Ongoing compliance with the electrical line clearance regulations for tree vegetation and road maintenance under the Road Management Plan.
- Continuing to Green the city with additional tree planting and maintenance and implementation of the Urban Tree Renewal Plan.
- Project Management of major project's including the Footscray Hub, Hamner sports Pavilion, Church St MCH Facility, Maribyrnong Aquatic Centre upgrade works and Lt. Saigon development and precinct works in Footscray.

Strategic Initiatives

The Adopted actions and initiatives have been developed to enable the Directorate to address resident and ratepayer and specific statutory compliance requirements and to enable strategic planning, capital works and service enhancements to occur.

Key issues and activities planned for 2016/2017 are:

- Additional funding for parks and gardens maintenance.
- Additional funding for Footscray cleansing activities.
- Review of the 10 Year Capital and Improvement Program.
- Best Value Reviews of service provision
- Additional funding for the roads and building refurbishment works and park improvements.

- Develop strategies for waste reduction in line with Council's waste minimisation strategy.
- Continue contamination investigations, testing and remediation where required.
- Continued focus on adopting cyclical planned maintenance programs in the Operations and Maintenance teams.
- Completion of the drainage condition assessment and prioritization project.
- Develop the Fleet Management Plan including review of the Fleet Policy.
- Ongoing implementation and development of the Asset Module in Authority.
- Implement actions in Council's Carbon Zero Strategy, including ongoing energy saving initiatives in Council buildings and facilities.

Infrastructure - Individual Service Area Descriptions and Outcomes

Asset Management & Construction

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP74	Asset Management & Construction				
OP75	Asset Management Team	1,422,234	0	1,422,234	Liveability
OP76	Asset Management & Construction Total	1,422,234	0	1,422,234	

The team is responsible for asset management services, coordination, planning and reporting of the 10 year capital improvement program, delivery of building, civil, open space capital works, special projects and management of land contamination.

1. Asset Management

Responsible for Council's corporate asset management framework, development of asset policies, strategies, plans, business processes and asset systems that support the ongoing delivery of best practice asset management.

2. 10 Year Capital Improvement Program

Co-ordinates the development of Council's ten year capital and improvement program in consultation with asset, service, maintenance managers and other stakeholders. Provides asset capital works advice and reports to the Project Management Oversight Committee, Executive Management Team and other key stakeholders.

3. Building Capital Works (Minor and Major)

Manages Council's building portfolio including capital works planning and delivery, in consultation with building maintenance services, services managers and other key stakeholders. Through strategic review, policy development and life-cycle planning, the team will optimise the ongoing viability and effectiveness of buildings to the needs of Council and the community.

The team is responsible for the effective and efficient planning, coordination and delivery of Council's major capital projects within the municipality including major complex, technically challenging and unique capital projects of high significance and value.

4. Civil Infrastructure Capital Works

Responsible for project management and construction supervision of civil infrastructure capital works projects including road, drainage, footpath, bridges, right of ways, car parks, bike paths and retaining walls.

5. Open Space and Special Projects Capital Works

Provision of project management services including planning advice and delivery of various complexity capital projects including open space and parks, streetscapes, urban design frameworks and river trail projects.

6. Land Contamination Management

Responsible for the management of contaminated land to provide safe community environments. This involves investigations of Council sites and where deemed appropriate site contamination management plans are developed and site remediation undertaken as required.

Civil Design and Transport

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP77	Civil Design & Transport				
OP78	Civil Design and Transport Management	394,072	0	394,072	Transport; Urban Growth
OP79	Civil Design Team	137,608	0	137,608	Transport; Urban Growth
OP80	Development	117,305	-20,000	97,305	Transport; Urban Growth
OP81	Transport Team	375,628	-1,500	374,128	Transport; Urban Growth
OP82	Civil Design & Transport Total	1,024,613	-21,500	1,003,113	

The Civil Design & Transport department's purpose is to provide civil design, planning and management of Council's roads, drainage, transport, traffic and parking assets and services, in an effective and efficient manner ensuring the best outcome for our community.

- The Civil Design team plans and designs capital works projects for roads, drainage, laneways, car parks and footpaths with a view to maximising asset condition within the available resources.
- The Transport team is responsible for the planning, design and implementation of the transport improvement program and parking management across the City. The team will continue working with external stakeholders on transport planning and management for the City and the inner western region focusing on major strategic transport projects and issues facing the City, such as the Western Distributor. The team will also continue to provide technical, traffic, parking, public lighting and transport advice in the development of key projects.
- The Development section manages developer planning and subdivision proposals and oversees major new subdivision construction activities in relation to infrastructure.

Operations and Maintenance

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP83	Operations & Maintenance				
OP84	Building Maintenance	2,221,251	0	2,221,251	Liveability
OP85	Civil Works & Services	11,720,508	-1,185,935	10,534,573	Liveability
OP86	Construction and Asset Protection Management	546,809	0	546,809	Liveability
OP87	Customer Operations and Rapid Response	1,794,500	-149,350	1,645,150	Organisational Accountability
OP88	Fleet Management	1,963,187	-2,316,091	-352,904	Liveability
OP89	Maintenance Systems	124,864	0	124,864	Liveability
OP90	Parks and Gardens	6,596,803	-68,264	6,528,539	Liveability
OP91	Works Centre Operations Management	1,165,139	-44,000	1,121,139	Liveability
OP92	Operations & Maintenance Total	26,133,061	-3,763,640	22,369,421	

The Role of the Operations and Maintenance teams focus primarily on providing efficient and effective planned and reactive maintenance services to the city's built and natural assets.

The Service includes:

1. The provision of maintenance to:

- Buildings
- Public lighting, toilets and street furniture.
- Parks and gardens, including sports grounds and median strips, roads and footpaths, drainage and carparks

2. Reinstatements, road opening and street protection permits and asset protection.

3. Cleansing and waste service

4. Fleet services

5. Tree planting and maintenance

In all areas, the priority is on implementing efficient and effective cyclic service plans and enabling a responsive service for customer requests.

Compliance requirement includes meeting Council's Road Management Plan, Electrical Line Clearance Regulations and Australian Standards for playground inspections. A key focus of all teams within the department is to improve the condition and amenity of the city.

Sustainability and Environment

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP93	Sustainability & Environment				
OP94	Sustainability and Environment Team	2,202,746	0	2,202,746	Environmental Sustainability
OP95	Sustainability & Environment Total	2,202,746	0	2,202,746	

The role of Sustainability and Environment team focuses on improving the level of environmental sustainability and knowledge both internally within Council operations as well as through community programs and education.

Key programs include;

- Policy development and implementation in the areas of energy efficiency, waste management, water conservation, and storm water management and environmental sustainability.
- Implementing sustainability measures in Council buildings and facilities through the Sustainable Building Management Plan.
- Tracking and reporting of greenhouse emissions and water consumption from Council operations.
- Management of Gas, Electricity and Cogeneration Contracts including payment of energy expenses on behalf of all Council departments.
- Ongoing community education and engagement around environmental sustainability, waste management and energy efficiency through regular events, workshops and community programs.
- Advocating for more sustainable practices at the state and federal government level.

2.4 Planning Services

CI Ref.	Planning Services Maribyrnong City Council Service Delivery	Budget 2016/2017	Budget 2016/2017	Budget 2016/2017
		Exp \$	Inc \$	Net \$
OP99	Planning Services Management	755,310	0	755,310
OP104	City Business	1,957,988	-6,500	1,951,488
OP108	City Design	1,089,976	-8,750	1,081,226
OP111	City Strategy	943,966	-7,000	936,966
OP118	Regulatory Services	11,825,058	-15,830,217	-4,005,159
OP121	Urban Planning	2,100,959	-929,000	1,171,959
OP122	Planning Services Total	18,673,257	-16,781,467	1,891,790

Ref No.	Strategic Initiatives	Council Plan Strategic Objective	Wellbeing Outcomes	2016/2017 Exp \$
IN21	Barkly Village - little India theme/Diwali festival - support festival temp flagpoles, host a festival	Liveability	Cultural Vibrancy	6,500
IN22	New Little Music Festival	Liveability	Cultural Vibrancy	20,000
IN23	The New Footscray video - destination marketing	Economic Prosperity	Economic Prosperity	10,000
IN24	Kirner Kosky scholarship support (FUT)	Economic Prosperity	Equity	25,000
IN25	Yarraville Traders festival contribution	Liveability	Cultural Vibrancy	5,000
IN26	Community bank pitch event	Liveability	Community Harmony	1,500
IN27	Stony Creek Music Festival contribution	Liveability	Cultural Vibrancy	30,000
IN28	Friends of Newells Paddock promotional equipment	Environmental Sustainability	Environmental Sustainability	2,000
IN29	Opera/Shakespeare in the Park	Liveability	Cultural Vibrancy	5,000
IN30	Bike and street furniture in Albert Street Footscray	Liveability	Liveability	3,500
IN31	Public exercise equipment in North Braybrook along the newly laid walking track or closer to the temple/Cranwell Reserve	Liveability	Liveability	20,000
IN32	South Road Braybrook shopping strip (towards Duke Street) beautification work, gateway planting	Liveability	Liveability	20,000
IN33	Pritchards Reserve Braybrook - tree planting	Environmental Sustainability	Environmental Sustainability	10,000
IN34	Little Saigon/Little Africa wayfinding - interesting street signage	Environmental Sustainability	Liveability	10,000
IN35	Footscray Laneway Activation	Liveability	Liveability	35,000
IN36	Henry Turner sign replacement	Liveability	Liveability	5,000
IN37	Bicycle furniture Footscray	Liveability	Liveability	25,000
IN38	Footscray tree planting	Environmental Sustainability	Environmental Sustainability	15,000
IN39	Shorten Reserve - picnic table	Liveability	Liveability	8,000
IN40	Cranwell Reserve - drinking fountain, shade tree planting & BBQ	Liveability	Liveability	25,000
IN41	Kindersmith Reserve - shelter	Liveability	Liveability	25,000
IN42	Skinner Reserve - shade tree planting	Environmental Sustainability	Environmental Sustainability	17,000
IN43	Playground at Amarco Reserve	Liveability	Liveability	10,000
IN44	Yarraville Gardens - seating	Liveability	Liveability	6,000

Ref No.	Strategic Initiatives	Council Plan Strategic Objective	Wellbeing Outcomes	2016/2017 Exp \$
IN45	Goods Yard Soccer goal fence and net	Liveability	Liveability	4,500
IN46	Bin enclosures - Yarraville	Liveability	Well Planned City	6,000
IN47	McNish Reserve - shade sail	Liveability	Well Planned City	40,000
IN48	4 Heritage signs for the Anglers McNab and Dale Stables	Liveability	Cultural Vibrancy	20,000
IN49	Path from scenic way to flat ground	Urban Growth	Well Planned City	10,000
IN50	Burton Reserve Soccer Goals	Liveability	Liveability	6,000
IN51	Drink fountain at Footscray Station	Liveability	Liveability	5,000
IN52	Park seats - Pipemakers to Footscray Park	Liveability	Liveability	12,000
IN53	Amarco park - swing set	Liveability	Liveability	10,000
IN54	Mulengar Street Braybrook (Quang Ming Temple) street scape kerbside parking optimisation/enhancements	Urban Growth	Well Planned City	10,000
IN55	e-Plan	Environmental Sustainability	Efficient Workforce	45,000
Total Planning Services				508,000

Major Initiatives	Department	Performance Indicator	Strategy
1.1.4 Prepare a Planning Scheme Amendment to implement the Gordon and Mephan Street Precinct Planning Framework Plan into the Maribyrnong Planning Scheme	City Strategy	Amendment prepared and presented to Council.	Strategy: 1.1 Build a well planned city for our growing population, which is respectful of all people.
1.3.2 Prepare a Planning Scheme Amendment or a suitable planning guideline to assist with consideration of planning applications in Heritage areas	City Strategy	Amendment or a suitable planning guideline prepared.	Strategy: 1.3 Protect the city's heritage, unique neighbourhood character and waterway environments.
2.1.9 Implement Councils Graffiti Management Plan	Regulatory Services	Reduction of graffiti in and around the City. Introduction of partnerships with local community and businesses.	Strategy: 2.1 Improve the city's amenity to create safe, high quality and inviting public places, services and facilities for all.
3.3.4 In partnership with Victoria University continue to develop the Footscray University Town Initiative.	City Business	Complete the annual Footscray University Town action plan items.	Strategy: 3.3 Promote Footscray as a University/Knowledge city.
5.2.1 Review the kerb side waste collection services model	Sustainability and Environment	Review completed and endorsed by Council.	Strategy: 5.2 Educate the community on environmental issues and best practice in waste management.

Service Performance Outcome Indicators Sustainable Development

Service	Indicator	Performance Measure	Computation
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year / less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x100
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100

Planning Services Management

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP97	Planning Services Management				
OP98	Planning Services Management	755,310	0	755,310	Urban Growth; Liveability
OP99	Total	755,310	0	755,310	

Planning Services Strategic Direction

Service Description

Planning Services delivers city wide strategic planning, including economic development; architecture, urban design, open space, land use; regulatory services (including building, environmental health, local laws, animal management, parking); statutory planning functions and heritage.

Service Trends and Influences

The team provides a range of services to manage the City's economic, social and environmental expectations including:

- Land uses are changing bringing new economic and liveability opportunities.
- Resident population is growing and their needs are changing.
- Densification and increasing community expectations are increasing at varying rates across the city.

Land Use Changes

- Increase in more dense residential and mixed use developments with intensive transformation of Footscray and Highpoint
- A major increase in the creative industries and knowledge economy.

Population Growth/Demographic Change

The City's population is expected to increase from 78,982 (2013 forecast) to approximately 111,188 (14,916 new households) by 2031. The City will accommodate significant housing development and population growth on several strategic redevelopment sites including Footscray, Highpoint, and Maribyrnong.

City Business

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP100	City Business				
OP101	Activation & Relationship management	567,779	-6,500	561,279	Liveability
OP102	City Business	852,748	0	852,748	Urban Growth
OP103	Festivals	537,461	0	537,461	Liveability
OP104	City Business Total	1,957,988	-6,500	1,951,488	

City Business works to activate and foster economic prosperity for the city. This includes delivery of the Festival City program; providing support for the business community and fostering positive relations between Council and businesses; provision of training and mentoring events; provision of information on issues facing the business community; promotion of the City for business investment and job growth; and promoting tourism and visitation across the city.

The team co-ordinates delivery of the Footscray University Town and IMAP projects and cross Council activity to achieve the project goal. A major delivery area will be the development of the Footscray Council carpark portfolio, in particular the Byron and Irving Street carpark sites.

The team has strong links with the State Department of Economic Development, Jobs, Transport and Resources and other agencies involved in the delivery of local economic outcomes.

City Design

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Income \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP105	City Design				
OP106	City Design	545,267	0	545,267	Urban Growth; Liveability; Environmental Sustainability
OP107	Open Space	544,709	-8,750	535,959	Urban Growth; Liveability; Environmental Sustainability
OP108	City Design Total	1,089,976	-8,750	1,081,226	

City Design is responsible for the, urban design and open space planning functions of Council. It is primarily involved in the design of public facilities, parks and public realm projects focusing on design excellence and City making projects in activity centres, streetscapes, open space and river corridors.

The team will build on the City's design excellence objectives through quality urban design outcomes for new public buildings and public spaces. The team provides architectural and urban design advice on major development proposals across the city. The team will continue to advocate for quality design outcomes throughout the City. In 2016/2017, the team will focus on the implementation of the Maribyrnong Open Space Strategy through the forward planning of major park upgrades and identifying new open space opportunities.

City Strategy

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP109	City Strategy				
OP110	City Strategy	943,966	-7,000	936,966	Economic Prosperity
OP111	City Strategy Total	943,966	-7,000	936,966	

City Strategy leads strategic direction for the city and land use planning. with a particular focus on managing the Maribyrnong Planning Scheme and planning policy implementation.

Regulatory Services

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP112	Regulatory Services				
OP113	Building Control	801,050	-447,155	353,895	Liveability
OP114	Compliance Regulatory Services	1,944,265	0	1,944,265	Liveability
OP115	Emergency Management	254,219	-42,815	211,404	Liveability
OP116	Environmental Health	1,140,556	-577,247	563,309	Liveability
OP117	Parking & Local Laws	7,684,968	-14,763,000	-7,078,032	Liveability
OP118	Regulatory Services Total	11,825,058	-15,830,217	-4,005,159	

Regulatory Services provides management and enforcement of specific to parking regulations, local laws covering the amenity and good order of the local environment including animal management and promotion of responsible pet ownership throughout the municipality. In addition the Environment Health Unit ensures the community is safe from the risk of food contamination, Building Services focusing on Building controls and Regulations and Emergency Management ensuring Council meets its statutory Emergency Management obligations and the compliance team dealing with administration of enforcement processes.

The Parking team has responsibility for ensuring equitable use of parking spaces in Footscray, Yarraville, Highpoint, key business centres and areas such as the university, hospital and riverside precincts. This includes managing Council's paid parking system. Safety at school crossings and school precincts are high priority activities. Officers conduct more than 24,000 parking patrol hours annually (including after-hours, week days and weekends) throughout the city. The Local Laws team is responsible for investigating in excess of 3,000 complaints annually ranging from litter enforcement, to unsightly properties as well as monitoring all permits issued under the General Purpose Local Laws.

Animal Management Officers are responsible for the management of more than 9,000 registered pets within the Municipality, whilst dealing with animal complaints ranging from barking dogs, feral cats and illegal animals such as restricted breed dogs and roosters. They are responsible for impounding stray dogs and trapping stray cats (more than 300 dogs and 800 cats annually). Dog attacks are high priority incidents, with 50-60 cases a year each taking up to 30 hours of investigation and prosecution.

A key function of the Building Services team is the enhancement of the health, safety and amenity of buildings throughout the Municipality. This will be achieved through the provision of high quality building services administration and information; informing the community and industry of building regulatory requirements; providing an effective and efficient building permit service with a community focus and satisfying Council's statutory building control responsibilities. During 2016/2017 the team will continue on with the implementation of the Essential Services Campaign.

Environmental Health provides a diverse range of public health services to protect and promote individual and Community Services. The core services are:

- The registration, monitoring and enforcement of standards in food and health businesses.
- The investigation and resolution of nuisances, environmental issues, public health issues and infectious disease incidents/outbreaks.
- Monitoring and enforcement of tobacco laws at retail shops, food businesses, public venues and workplaces including the sale of tobacco to young person's and newly introduced legislation banning the smoking around playgrounds, pools and events for young persons.

Regulatory Services is responsible for Council's Municipal Emergency Management Plan and its implementation to ensure community support, preparedness, response, relief and recovery in emergency situations.

The Compliance team responsibilities include all administrative support for the field teams, the processing of unpaid infringement notices; conduction reviews of appeals against notices; preparation of Court documents and issuing a range of permits (resident, disabled, street furniture etc).

Urban Planning

CI Ref.	Service Delivery	Budget 2016/2017 Exp \$	Budget 2016/2017 Inc \$	Budget 2016/2017 Net \$	Linkage to Strategic Objective
OP119	Urban Planning				
OP120	Urban Planning	2,100,959	-929,000	1,171,959	Urban Growth
OP121	Urban Planning Total	2,100,959	-929,000	1,171,959	

Urban Planning manages approximately 1,000 planning application and aims to determine planning decisions within 60 days.

The department places all advertised applications on Council website and is progressing to a paperless independent office with decisions/acknowledgements being communicated via electronic means.

There is an ongoing role in managing significant growth and facilitating major redevelopment projects within the city. The city is undergoing rapid gentrification, major changes in resident expectations and accommodating metropolitan Melbourne's growth, particularly in Footscray CAA.

The team also ensures the requirements of the Maribyrnong Planning Scheme and planning permits are being enforced through inspections, responding to complaints and where necessary enforcement to achieve compliance.

2.5 PERFORMANCE STATEMENT

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2016/2017 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 4) and sustainable capacity, which are not included in this budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.6 RECONCILIATION WITH BUDGETED OPERATING RESULT

	Budget 2016/2017 Exp \$'000	Budget 2016/2017 Income \$'000	Budget 2016/2017 Net \$'000
Community Services Total	26,120	12,208	13,912
Corporate Services Total	24,343	4,810	19,533
Infrastructure Services Total	31,245	3,785	27,460
Planning Services Total	18,673	16,781	1,892
Total Activities	100,381	37,584	62,797
Strategic Initiatives	1,335	0	1,335
Capital and Improvement Program	36,010	8,570	27,440
Strategic Activities Total	37,345	8,570	28,775
Total	137,726	46,154	91,572
Rates and Charges		91,572	91,572
Grand Total	137,726	137,726	0
Major Projects Reserve		-3,650	-3,650
Carry forwards from 2015/2016	11,444		-11,444
Other Reserves		-3,355	-3,355
Transfer to Reserves	-4,514		4,514
Depreciation	15,589		-15,589
Capitalised Expenditure	-35,844		35,844
Principal Loan Repayments	-837		837
Total Operating	123,564	130,721	7,157

3. FINANCIAL STATEMENTS

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2017/2018 to 2019/2020 the Strategic Resource Plan (section 14).

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report:

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

3.1 Comprehensive Income Statement

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual 2015/16 \$'000	2016/2017 \$'000	Projections 2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
Income					
Rates and charges	88,385	91,572	94,945	98,177	101,481
Statutory fees and fines	13,479	11,727	11,962	11,962	11,962
User fees	9,966	13,256	13,653	14,061	14,484
Grants - Operating	7,558	7,766	7,882	8,016	8,152
Grants - Capital	2,022	1,165	704	704	704
Contributions - monetary	1,888	0	0	0	0
Contributions - non-monetary	0	0	0	0	0
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	487	480	482	484	486
Fair value adjustments for investment property	0	0	0	0	0
Share of net profits/(losses) of associates and joint ventures	0	0	0	0	0
Other income	3,811	2,747	2,777	2,807	2,837
Total income	127,596	128,713	132,405	136,211	140,106
Expenses					
Employee costs	54,709	55,145	56,801	58,508	60,265
Materials and services	48,568	47,407	44,252	46,216	48,769
Bad and doubtful debts	1,581	1,624	1,665	1,706	1,749
Depreciation and amortisation	15,425	15,589	16,913	17,756	18,601
Borrowing costs	184	132	78	20	0
Other expenses	1,310	1,659	1,392	1,425	1,459
Total expenses	121,777	121,556	121,101	125,631	130,843
Surplus/(Deficit) For The Year	5,819	7,157	11,304	10,580	9,263
Other Comprehensive Income					
Items That Will Not Be Reclassified To Surplus Or Deficit In Future Periods:					
Net asset revaluation increment /(decrement)	0	0	0	0	0
Share of other comprehensive income of associates and joint ventures	0	0	0	0	0
Items That May Be Reclassified To Surplus Or Deficit In Future Periods	0	0	0	0	0
Total comprehensive result	5,819	7,157	11,304	10,580	9,263

3.2 Balance Sheet

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual				
	2015/16	2016/2017	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current Assets					
Cash and cash equivalents	11,632	9,323	12,764	18,646	16,807
Trade and other receivables	12,662	13,329	13,718	14,017	14,323
Other financial assets	42,000	31,979	31,979	31,979	31,979
Inventories	14	14	14	14	14
Non-current assets classified as held for sale	0	0	0	0	0
Other assets	1,602	1,602	1,602	1,602	1,602
Total Current Assets	67,910	56,247	60,077	66,258	64,725
Non-Current Assets					
Trade and other receivables	133	146	161	177	195
Investments in associates and joint ventures	0	0	0	0	0
Property, infrastructure, plant & equipment	940,696	960,951	966,848	971,965	985,707
Investment property	0	0	0	0	0
Intangible assets	0	0	0	0	0
Total Non-Current Assets	940,829	961,097	967,009	972,142	985,902
Total Assets	1,008,739	1,017,344	1,027,086	1,038,400	1,050,627
Liabilities					
Current Liabilities					
Trade and other payables	9,819	10,351	8,338	8,590	10,085
Trust funds and deposits	3,106	3,115	3,125	3,134	3,143
Provisions	14,987	16,593	17,796	19,077	20,395
Interest-bearing loans and borrowings	837	890	946	0	0
Total Current Liabilities	28,749	30,949	30,205	30,801	33,623
Non-Current Liabilities					
Provisions	1081	1,219	1,347	1,485	1,627
Interest-bearing loans and borrowings	1,836	946	0	0	0
Total Non-Current Liabilities	2,917	2,165	1,347	1,485	1,627
Total Liabilities	31,666	33,114	31,552	32,286	35,250
Net Assets	977,073	984,230	995,534	1,006,114	1,015,377
Equity					
Accumulated surplus	314,379	335,471	342,258	348,320	362,063
Reserves	662,694	648,759	653,276	657,794	653,314
Total Equity	977,073	984,230	995,534	1,006,114	1,015,377

3.3 Statement Of Changes In Equity

For the four years ending 30 June 2020

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017				
Balance at beginning of the financial year	977,073	314,379	629,735	32,959
Surplus/(deficit) for the year	7,157	7,157	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(4,514)	0	4,514
Transfer from other reserves	0	18,449	0	(18,449)
Balance At End Of The Financial Year	984,230	335,471	629,735	19,024
2018				
Balance at beginning of the financial year	984,230	335,471	629,735	19,024
Surplus/(deficit) for the year	11,304	11,304	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(4,517)	0	4,517
Transfer from other reserves	0	0	0	0
Balance At End Of The Financial Year	995,534	342,258	629,735	23,541
2019				
Balance at beginning of the financial year	995,534	342,258	629,735	23,541
Surplus/(deficit) for the year	10,580	10,580	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(4,518)	0	4,518
Transfer from other reserves	0	0	0	0
Balance At End Of The Financial Year	1,006,114	348,320	629,735	28,059
2020				
Balance at beginning of the financial year	1,006,114	348,320	629,735	28,059
Surplus/(deficit) for the year	9,263	9,263	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(4,520)	0	4,520
Transfer from other reserves	0	9,000	0	(9,000)
Balance At End Of The Financial Year	1,015,377	362,063	629,735	23,579

3.4 Statement Of Cash Flows

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/2017	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash Flows From Operating Activities					
Rates and charges	88,105	91,405	94,768	98,005	101,304
Statutory fees and fines	12,614	12,365	11,876	11,962	11,962
User fees	8,444	12,104	13,513	13,919	14,336
Grants - operating	7,558	7,766	7,882	8,016	8,152
Grants - capital	2,022	1,165	704	704	704
Contributions - monetary	1,888	0	0	0	0
Interest received	2,279	1,975	1,985	1,995	2,005
Dividends received	0	0	0	0	0
Trust funds and deposits taken	2,408	2,408	2,408	2,408	2,408
Other receipts	1,532	772	792	812	832
Net GST refund / payment	0	0	0	0	0
Employee costs	(52,832)	(53,401)	(55,470)	(57,090)	(58,804)
Materials and services	(48,019)	(48,498)	(47,930)	(47,671)	(49,023)
Trust funds and deposits repaid	(2,366)	(2,399)	(2,399)	(2,399)	(2,399)
Other payments	(1,310)	(1,659)	(1,392)	(1,425)	(1,459)
Net cash provided by/(used in) operating activities	22,323	24,003	26,737	29,236	30,018
Cash Flows From Investing Activities					
Payments for property, infrastructure, plant and equipment	(30,400)	(35,844)	(22,810)	(22,872)	(32,343)
Proceeds from sale of property, infrastructure, plant and equipment	487	480	482	484	486
Payments for investments	(151,000)	(151,000)	(141,000)	(141,000)	(141,000)
Proceeds from sale of investments	151,000	161,021	141,000	141,000	141,000
Loan and advances made	0	0	0	0	0
Payments of loans and advances	0	0	0	0	0
Net cash provided by/ (used in) investing activities	(29,913)	(25,343)	(22,328)	(22,388)	(31,857)
Cash Flows From Financing Activities					
Finance costs	(184)	(132)	(78)	(20)	0
Proceeds from borrowings	0	0	0	0	0
Repayment of borrowings	(787)	(837)	(890)	(946)	0
Net cash provided by/(used in) financing activities	(971)	(969)	(968)	(966)	0
Net Increase/(Decrease) In Cash & Cash Equivalents	(8,561)	(2,309)	3,441	5,882	(1,839)
Cash and cash equivalents at the beginning of the financial year	20,193	11,632	9,323	12,764	18,646
Cash And Cash Equivalents At The End Of The Financial Year	11,632	9,323	12,764	18,646	16,807

3.5 Statement Of Capital Works

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual 2015/16 \$'000	2016/2017 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
Property					
Land	944	1,580	400	400	400
Total Land	944	1,580	400	400	400
Buildings	10,822	19,314	11,895	11,105	17,385
Total Buildings	10,822	19,314	11,895	11,105	17,385
Total Property	11,766	20,894	12,295	11,505	17,785
Plant And Equipment					
Plant, machinery and equipment	2,920	1,280	1,080	1,130	1,000
Computers and telecommunications	2,489	900	1,000	1,000	1,100
Library books	600	600	650	650	650
Total Plant And Equipment	6,009	2,780	2,730	2,780	2,750
Infrastructure					
Roads	11,052	9,750	7,550	7,820	7,770
Bridges	30	170	300	60	50
Footpaths and cycleways	3,892	5,117	1,620	2,520	3,170
Drainage	1,202	326	1,080	1,280	1,280
Recreational, leisure and community facilities	978	390	490	490	490
Waste management	250	220	220	220	220
Parks, open space and streetscapes	7,590	6,567	4,890	3,847	5,228
Off street car parks	1,488	850	400	750	1,500
Other infrastructure	550	390	235	100	600
Total infrastructure	27,032	23,780	16,785	17,087	20,308
Total capital works expenditure	44,807	47,454	31,810	31,372	40,843
Represented By:					
New asset expenditure	14,000	12,410	5,655	4,369	12,343
Asset renewal expenditure	16,400	28,434	17,155	18,503	20,000
Asset expansion expenditure	4,025	1,045	4,000	4,000	4,000
Asset upgrade expenditure	10,382	5,565	5,000	4,500	4,500
Total capital works expenditure	44,807	47,454	31,810	31,372	40,843

3.6 Statement Of Human Resources

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual 2015/16 \$'000	2016/2017 \$'000	2017/18 \$'000	Projections 2018/19 \$'000	2019/20 \$'000
Staff Expenditure					
Employee costs - operating	54,709	55,145	56,801	58,508	60,265
Employee costs - capital	1,086	1,120	1,153	1,188	1,223
Total Staff Expenditure	55,795	56,265	57,954	59,696	61,488
	EFT	EFT	EFT	EFT	EFT
Staff Numbers					
Employees	544.1	544.1	544.1	544.1	544.1
Total Staff Numbers	544.1	544.1	544.1	544.1	544.1

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget	Comprises	
	2016/2017 \$'000	Permanent Full Time \$'000	Permanent Part Time \$'000
Community Services	17,661	7,528	10133
Corporate Services	9,599	8,569	1030
Infrastructure Services	10,620	10,234	386
Planning Services	9,983	8,323	1660
Total permanent staff expenditure	47,863	34,654	13,209
Casuals and other expenditure	7,282		
Capitalised labour costs	1,120		
Total Expenditure	56,265		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget	Comprises	
	FTE	Permanent Full Time	Permanent Part Time
Community Services	193.3	73.6	119.7
Corporate Services	86.9	75.2	11.7
Infrastructure Services	115.0	111.1	3.9
Planning Services	95.4	76.2	19.2
Total	490.6	336.1	154.5
Casuals and other	42.6		
Capitalised labour costs	10.9		
Total Staff	544.1		

4 FINANCIAL PERFORMANCE INDICATORS

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

Indicator	Measure	Notes	Forecast		Strategic Resource Plan Projections			Trend +/-
			Actual 2015/16	Budget 2016/2017	2017/18	2018/19	2019/20	
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	3.6%	5.5%	8.5%	7.8%	6.6%	+
Liquidity								
Working Capital	Current assets / current liabilities	2	236%	182%	199%	215%	192%	o
Unrestricted cash	Unrestricted cash / current liabilities		45.1%	47.1%	45%	48.2%	52.0%	o
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	3.0%	2.0%	1.0%	0.0%	0.0%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1.1%	1.1%	1.0%	1.0%	0.0%	-
Indebtedness	Non-current liabilities / own source revenue		2.5%	1.8%	1.1%	1.2%	1.2%	-
Asset renewal	Asset renewal expenditure / depreciation	4	106%	150%	101%	104%	108%	+
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	70.0%	71.2%	71.7%	72.1%	72.4%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.39%	0.34%	0.36%	0.33%	0.35%	-
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$3,159	\$3,091	\$2,990	\$3,012	\$3,045	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,876	\$1,969	\$2,014	\$2,059	\$2,106	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		7.65%	7.65%	7.65%	7.65%	7.65%	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes To Indicators

- Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.
- Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2016/2017 year due to a run down in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.
- Debt compared to rates** - Trend indicates Council's non reliance on debt against its annual rate revenue through redemption of long term debt.
- Asset renewal** - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.
- Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

Non-financial resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resources requirements for the 2015/2016 year is shown below and further detail is included in section 4 of this budget.

A Statement of Human Resources

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual				
	2015/16 \$'000	2016/2017 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
Staff expenditure					
Employee costs - operating	54,709	55,145	56,801	58,508	60,265
Employee costs - capital	1,086	1,120	1,153	1,188	1,223
Total staff expenditure	55,795	56,265	57,954	59,696	61,488
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	544.1	544.1	544.1	544.1	544.1
Total staff numbers	544.1	544.1	544.1	544.1	544.1

5. OTHER BUDGET INFORMATION (*required by regulation*)

This section presents other budget related information required by the Regulations

This section includes the following statements and reports:

- 5.1 Grants operating
- 5.2 Grants capital
- 5.3 Statement of borrowings

5.1 Grants – Operating

Grants - operating	Forecast Actual 2015/16 \$'000	Budget 2016/2017 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
VGC Victorian Grants Commission General Purpose	1,250	2,394	1,144
Home Care General	1,190	1,203	13
Day Program	125	125	0
Commonwealth Respite For Careers	123	105	(18)
Assistance With Care & Housing For Aged	70	72	2
Immunisation Clinical Delivery	19	16	(3)
	2,777	3,915	1,138
<i>Recurrent - State Government</i>			
Environmental Health	6	6	0
School Crossings	147	148	1
Community Learning & Libraries	531	532	1
Maribyrnong Occasional Child Care	2	2	0
Partnerships and Projects	109	109	0
Supported Playgroup Parenting Initiative	83	88	5
Maternal Clinical	626	627	1
Immunisation Clinical Delivery	55	55	0
Enhanced Home Visiting Service	122	122	0
Youth Services	9	0	(9)
Youth Program Freeza	24	24	0
Safer Community L2P	48	45	(3)
Sen Citz Ctrs / Older Persons Activities	5	3	(2)
HAAC Planned Activity Group	43	0	(43)
Metro Access	126	126	0
Diversity Planning	25	0	(25)
Service Development & Engagement	15	0	(15)
Maidstone Community Centre	6	6	0
Maribyrnong Community Centre	6	6	0
Food Services	284	292	8
Aged & Diversity Management	97	82	(15)
Sen Citz Ctrs / Older Persons Activities	20	18	(2)
Aged Community Transport	46	51	5
HAAC Planned Activity Group	68	47	(21)
HACC Property Maintenance	147	150	3
Assessment & Care Management	308	314	6
HACC Respite	453	462	9
Homecare Personal Care	511	521	10
	3,922	3,836	-86
Total recurrent grants	6,699	7,751	1,052
<i>Non-recurrent - Commonwealth Government</i>			
Caps General	577	0	(577)
Community Aged Care Packages	247	0	(247)
State Emergency Service	15	15	0
	839	15	(824)
<i>Non-recurrent - State Government</i>			
City Business	15	0	(15)
Culture	5	0	(5)
	20	0	(20)
Total non-recurrent grants	859	15	(844)
Total operating grants	7,558	7,766	208

5.2 Grants – Capital

Grants - capital	Forecast Actual 2015/16 \$'000	Budget 2016/2017 \$'000	Variance \$'000
Recurrent - Commonwealth Government			
Roads to Recovery	463	765	302
Roads VGC	236	300	64
Recurrent - State Government	0	0	0
Total Recurrent Grants	699	1065	366
Non-recurrent - Commonwealth Government			
Green Street Lights	65	0	-65
Buildings	1130	100	-1,030
Vicroads Blackspot	128	0	(128)
Footpaths	0	0	0
Non-recurrent - State Government	0	0	0
Buildings	0	0	0
Total Non-Recurrent Grants	1,323	100	-1,223
Total Capital Grants	2,022	1,165	-857

5.3 Statement of Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	2015/16 \$	2016/2017 \$
Total amount borrowed as at 30 June of the prior year	3,460,000	2,673,000
Total amount Adopted to be borrowed	0	0
Total amount projected to be redeemed	(787,000)	(837,000)
Total amount of borrowings as at 30 June	2,673,000	1,836,000

6. DETAIL LIST OF CAPITAL WORKS

This section presents a listing of the capital works projects that will be undertaken for the 2016/2017 year.

The capital works projects are grouped by class and include the following:

- 6.1 New works for 2016/2017
- 6.2 Works carried forward from 2015/2016 year

Capital Works Program

For the year ending 30 June 2017

6.1 New Works

New Capital Works Program 2016-17	Project Cost		Asset Expenditure Types			Funding Sources						
	2016/2017 \$ (000)	New \$ (000)	Renewal \$ (000)	Upgrade \$ (000)	Expansion \$ (000)	Grants \$ (000)	Contributions \$ (000)	Borrowings \$ (000)	Asset Sales \$ (000)	Open Space Reserve \$ (000)	Major Projects & Other Reserves \$ (000)	Council Cash \$ (000)
PROPERTY												
- LAND												
CAP1128 - Contamination Remediation Works	400		400									400
CAP1169 - Quarry Park remediation upgrade	1,000		1,000							150		850
Total LAND	1,400		1,400							150		1,250
- BUILDINGS												
CAP1003 - Footscray Hockey Club Amenities Upgrade	840		840			100						740
CAP1014 - Mac Plant & Equipment Renewal Program	200		200									200
CAP1048 - Building Floor Coverings Replacement Program	100		100									100
CAP1050 - Buildings Air Conditioning Replacement Program	200		200									200
CAP1130 - DDA Access To Council Buildings	90		90									90
CAP1123 - Asbestos Audits And Associated Removal Works	80		80									80
CAP1120 - Advanced Design Program	300	300										300
CAP1038 - Early Years And MCH Centres - Compliance	250		250									250
CAP1124 - Building Bi-lock	15			15								15
CAP1006 - Hanmer Umpires change room /	530		265	265								530

New Capital Works Program 2016-17	Project Cost		Asset Expenditure Types			Funding Sources						
	2016/2017 \$ (000)	New \$ (000)	Renewal \$ (000)	Upgrade \$ (000)	Expansion \$ (000)	Grants \$ (000)	Contributions \$ (000)	Borrowings \$ (000)	Asset Sales \$ (000)	Open Space Reserve \$ (000)	Major Projects & Other Reserves \$ (000)	Council Cash \$ (000)
Extension												
CAP1156_3 - Upgrade church St. MCH facility	695		348	348								695
CAP1163 - Little Saigon Activation Project (mid year review)	3,600	720	2,160		720						3,600	
CAP1023 - Scovell Reserve Pavilion - Rationalisation of 3 Buildings	60		60									60
- CAP1125 - Building Renewal Program (\$2,275k detail below)	2,275		2,275									2,275
Asset Management Investigation - Condition Assessment and Structural Investigation	300		300									300
Disposal Program - Bassett Reserve, Footscray Trugo Club Rooms	35		35									35
Electrical Switchboard Program	150		150									150
Rosamond Road Bowling Club Toilet	75		75									75
Yarraville Senior Citizens Centre	75		75									
Sports Pavilion Renewal	170		170									170
Sustainability Upgrades	100		100									100
Footscray Boating Club	100		100									100
All Buildings OHS Emergency Evacuation Plans	70	70										70
All Buildings ESM Program	80		80									80
ESM Fire protection systems updates - Drill Hall, Phoenix	20			20								20
Maribyrnong Community Centre – kitchens upgrade	200			200								200
Kingsville Kinder (underpinning on north side wall)	50		50									50
Mclvor Reserve Yarraville Bowling Club –amenity upgrade design (as well as roof, painting, floor coverings, a/c renewal)	20		20									20
Footscray Bowling Club – Club rooms – internal fit out design	20		20									20
Maribyrnong Youth Club/Grandstand - roof and structural condition reports	30		30									30
YMCA/RecWest Essex StFootscray – . Building 61.	20		20									20
Town Hall foundations (foundations, roof, services)	30		30									30
Footscray Youth Club (asbestos roof replacement, consultation required prior to construction) -	20		20									20
Big Fish Workshop (amenities upgrade, roof and guttering renewal) -	10		10									10

New Capital Works Program 2016-17	Project Cost		Asset Expenditure Types			Funding Sources					Open Space Reserve \$ (000)	Major Projects & Other Reserves \$ (000)	Council Cash \$ (000)
	2016/2017 \$ (000)	New \$ (000)	Renewal \$ (000)	Upgrade \$ (000)	Expansion \$ (000)	Grants \$ (000)	Contributions \$ (000)	Borrowings \$ (000)	Asset Sales \$ (000)				
Town Hall – a/c motors replacement	80		80										80
Mclvor Reserve Yarraville Bowling Club – a/c fan motor replacement	4		4										4
Footscray Rowing Club/Pipemakers Park	30			30									30
Audit – Bi-lock systems.	30			30									30
Mclvor Soccer Club	20		20										20
Rec- West Lily st	11		11										11
Hansen Res	15		15										15
Johnson Res	8		8										8
Brenbeal Children Centre	27		27										27
Maribyrnong River	15		15										15
Angliss Children Centre	12		12										12
Kingville Children Centre	10		10										10
Ops Centre	14		14										14
Phoenix	6		6										6
Saltwater Children Centre	7		7										7
2-Toilets Footscray Park	3		3										3
Footscray Libraray	8		8										8
Rosemond Rd Bowling Club	12		12										12
Boat House	18		18										18
Data Collection Building Hydraulics	300		300										300
Upgrade of Operation Centre (South Building) - Laboratory	70		70										70
- CAP1065 - Security Access System upgrade and Amalgamation (\$350k detail below)	350	34	127	189									350
Maidstone Tennis Club/Hanmer & Angliss	30			30									30
Town Hall	30			30									30
West Footscray Library	10			10									10
Works Centre Cameras	30			30									30
Safe City CCTV	87		87										87
Operation Centre	40		40										40
Phoenix Centre	6	6											6
BCH	12			12									12
Burns Street	2			2									2
Town Hall - Cameras	25	10		15									25

New Capital Works Program 2016-17	Project Cost		Asset Expenditure Types			Funding Sources						
	2016/2017 \$ (000)	New \$ (000)	Renewal \$ (000)	Upgrade \$ (000)	Expansion \$ (000)	Grants \$ (000)	Contributions \$ (000)	Borrowings \$ (000)	Asset Sales \$ (000)	Open Space Reserve \$ (000)	Major Projects & Other Reserves \$ (000)	Council Cash \$ (000)
Town Hall - Sensors	9	9										9
MAC	9	9										9
Early Years Fire panels	60			60								60
TOTAL BUILDINGS	9,585	1,054	6,995	817	720	100						5,885
TOTAL - PROPERTY	10,985	1,054	8,395	817	720	100				150	3,600	7,135
PLANT AND EQUIPMENT												
- COMPUTERS AND TELECOMMUNICATIONS												
CAP1074 - IT renewals	900		900									900
TOTAL - COMPUTERS AND TELECOMMUNICATIONS	900		900									900
- LIBRARY BOOKS												
CAP1118 - Library Collections	600		600									600
TOTAL - LIBRARY BOOKS	600		600									600
- PLANT, MACHINERY AND EQUIPMENT												
CAP1052 - Fleet Replacement Light	1,100		1,100						400			700
CAP1071 - Ticket Machine Renewal Program	180		180									180
TOTAL - PLANT, MACHINERY AND EQUIPMENT	1,280		1,280						400			880
TOTAL - PLANT AND EQUIPMENT	2,780		2,780						400			2,380
INFRASTRUCTURE												
- BRIDGES												
CAP1047 - Bridge maintenance and renewal program (\$170k detail below)	170		170									170
Austin Crescent Bridge	10		10									10
Drew St Bridge	11		11									11
Lyons St/Cowper St Bridge	15		15									15
Somerville Road Bridge	14		14									14
Pipe Makers Bridge	120		120									120
TOTAL BRIDGES	170		170									170
- DRAINAGE												
CAP1277_3 - Civil Infrastructure Advanced Design (DRAINAGE)	26		26									26
CAP1131 - Drainage Improvement Program (\$300k detail below)	300		300									300
Correa St drainage upgrade	220		220									220
John St drainage construction	80		80									80

New Capital Works Program 2016-17	Project Cost		Asset Expenditure Types			Funding Sources					Major Projects & Other Reserves \$ (000)	Council Cash \$ (000)
	2016/2017 \$ (000)	New \$ (000)	Renewal \$ (000)	Upgrade \$ (000)	Expansion \$ (000)	Grants \$ (000)	Contributions \$ (000)	Borrowings \$ (000)	Asset Sales \$ (000)	Open Space Reserve \$ (000)		
TOTAL DRAINAGE	326		326									326
- FOOTPATH AND CYCLEWAYS												
CAP1099 - Nicholson St Mall Paving Rectification	800		800									800
CAP1152 - Bicycle network upgrade river trails	350	175	175							350		
CAP1277_2 - Civil Infrastructure Advanced Design (FOOTPATH)	257		257									257
CAP1134 - Footpath Improvement Program (\$3,210k detail below)	3,210			3,210								3,210
Arthur Street	25			25								25
Ashley Street	47			47								47
Ballarat Road	800			800								800
Balmoral Street	97			97								97
Barkly Street	300			300								300
Buckley Street	11			11								11
Creswick Street	183			183								183
Crothers Street	44			44								44
Cumming Street	22			22								22
Dalmahoy Street	27			27								27
Droop Street	251			251								251
Eldridge Street	104			104								104
Empire Street	104			104								104
Errol Street	26			26								26
Farnsworth Avenue	21			21								21
Fehon Street	35			35								35
Francis Street	121			121								121
Gilbert Street	51			51								51
Hoadley Court	16			16								16
Leeds Street	28			28								28
Macpherson Street	157			157								157
Market Street	41			41								41
Minnie Street	13			13								13
Moore Street	66			66								66
Napier Street	14			14								14
Nicholson Street	150			150								150

New Capital Works Program 2016-17	Project Cost		Asset Expenditure Types			Funding Sources						
	2016/2017 \$ (000)	New \$ (000)	Renewal \$ (000)	Upgrade \$ (000)	Expansion \$ (000)	Grants \$ (000)	Contributions \$ (000)	Borrowings \$ (000)	Asset Sales \$ (000)	Open Space Reserve \$ (000)	Major Projects & Other Reserves \$ (000)	Council Cash \$ (000)
Paisley Street	82			82								82
Pickett Street	20			20								20
Reninson Street	66			66								66
Richards Street	33			33								33
Ryan Street	24			24								24
Shepherd Street	48			48								48
Somerville Road	37			37								37
Victoria Street	30			30								30
Warleigh Road	36			36								36
Williamstown Road	20			20								20
Chifley Drive	31			31								31
Plantation Drive	9			9								9
Chicago and Randall Street	20			20								20
TOTAL - FOOTPATH AND CYCLEWAYS	4,617	175	1,232	3,210						350		4,267
- OFFSTREET CARPARKS												
CAP1126 - Carpark Improvement Program (\$400k detail below)	400		400									400
Bailey Reserve Reserve Car Park Improvement – Footscray	400		400									400
TOTAL - OFFSTREET CARPARKS	400		400									400
- PARKS, OPEN SPACE AND STREETSCAPES												
CAP1111 - Street Furniture renewal Program	75		75									75
CAP1055 - Horticulture renewal program	300		300									300
CAP1056 - Irrigation upgrade program (\$400k detail below)	400		400									400
CRM requests	100		100									100
Beaton Reserve	70		70									70
Ulmara Reserve	40		40									40
Pritchard	50		50									50
Footscray Park	30		30									30
Yarraville Gardens	30		30									30
Ernie Sheppard	30		30									30
Rolling Mill	20		20									20
Basset Reserve	30		30									30

New Capital Works Program 2016-17	Project Cost		Asset Expenditure Types			Funding Sources					Major Projects & Other Reserves \$ (000)	Council Cash \$ (000)	
	2016/2017 \$ (000)	New \$ (000)	Renewal \$ (000)	Upgrade \$ (000)	Expansion \$ (000)	Grants \$ (000)	Contributions \$ (000)	Borrowings \$ (000)	Asset Sales \$ (000)	Open Space Reserve \$ (000)			
CAP1060 - Open Space Furniture and Monuments	120		120										120
CAP1061 - Parks Fencing Renewals	230		230										230
CAP1062 - Playground Renewal Program	400		400										400
CAP1063 - Playing Courts	20		20										20
CAP1064 - Playing fields	120		120										120
CAP1178 - Parks Signage and Wayfinding Renewal	50		50										50
CAP2209 - Skinner Reserve Airplane Playground	50		50									50	
CAP1115 - Yarraville Gardens	160		160							160			
CAP1066 - Tree Planting Program	500	250	250										500
CAP1046 - Anzac Centenary Project - Geelong Rd	130			130									130
CAP1081 - Cranwell Reserve	100		75	25						100			
CAP1180 - Scovell Reserve, Maidstone - Masterplan	270	41	202	27						270			
CAP1183 - Kindersmith Reserve - Masterplan	17		17							17			
CAP1185 - Johnson Street Reserve West Footscray - Upgrade	260	39	91	130						260			
CAP1199 - McDonald Reserve, Additional	275		69	206						275			
CAP1080 - Coulson Gardens Upgrade	200		50	150						200			
CAP2200 - Beevers Reserve	75		19	56						75			
CAP2201 - Moore Street Gateway	250		63	188						250			
CAP2202 - Seddon Reserve	25		6	19						25			
CAP2203 - Trugo club	12			12						12			
CAP2204 - Costello Reserve	16			16						16			
CAP2205 - Cambridge Reserve	80		20	60						80			
CAP2206 - Martin Reserve	80		20	60						80			
CAP2207 - Hansen Reserve	20			20						20			
CAP2208 - Open Space Acquisition	1,000	1,000								1,000			
CAP2210 - Avenue of Honour - Plaques Replacement	52	52											52
- Parks and Open Space Renewal Program(\$970k detail below)	970	275	695										970
Angliss Reserve	139	139											139
Greelish Reserve	100	100											100
Dobson Reserve	165		165										165

New Capital Works Program 2016-17	Project Cost		Asset Expenditure Types			Funding Sources					Open Space Reserve \$ (000)	Major Projects & Other Reserves \$ (000)	Council Cash \$ (000)	
	2016/2017 \$ (000)	New \$ (000)	Renewal \$ (000)	Upgrade \$ (000)	Expansion \$ (000)	Grants \$ (000)	Contributions \$ (000)	Borrowings \$ (000)	Asset Sales \$ (000)					
Kindersmith Reserve	165		165											165
Johnson Reserve	165		165											165
Scovell Reserve	200		200											200
Yarraville Gardens	12	12												12
Pipemakers Park	12	12												12
Ash Reserve	12	12												12
TOTAL - PARKS, OPEN SPACE AND STREETSCAPES	6,257	1,657	3,501	1,099							2,840	50		3,367
- RECREATIONAL, LEISURE AND COMMUNITY FACILITIES														
CAP1026 - Sporting Infrastructure Renewal Program inc Cricket wickets, goalposts	130		130											130
CAP1053 - Floodlighting	160		160											160
CAP1176 - Early Years Outdoor Landscaping Works	100		100											100
TOTAL - RECREATIONAL, LEISURE AND COMMUNITY FACILITIES	390		390											390
- ROADS														
CAP1277_1 - Civil Infrastructure Advanced Design (ROADS)	660		660											660
CAP1277_4 - Civil Infrastructure Advanced Design (LANEWAYS)	20		20											20
CAP1070 - Traffic Signal Renewal Program Including renewal to LED	130		130											130
CAP1072 - Traffic Management Works Program	390			390										390
Mcnabb Ave / Mechanics Way Road Rehabilitation	300		300											300
CAP1137 - Laneway Improvement Program (\$250k detail below)	250		250											250
Stage - 1 - Between Gallant Street, Droop Street, Linda Court and Coward Street, Footscray	250		250											250
CAP1147 - Roads Improvement Program (\$8,000k detail below)	8,000		8,000			1,065								6,935
Acton Street : Bayview Rd - End	400		400											200
Adeney Street : Roberts st - Urwin st	400		400											400
Burke Street : Cranwell st - Mullenger Rd	750		750											600
Clare Street : Severn st - End	400		400											250
Edmund Street : Harry St - Raglan St	350		350											350
Herbert Street : Catherine St - End	300		300											200
Lily Street : Darnley st - Kenneth St	530		530											530

New Capital Works Program 2016-17	Project Cost		Asset Expenditure Types			Funding Sources					Major Projects & Other Reserves \$ (000)	Council Cash \$ (000)
	2016/2017 \$ (000)	New \$ (000)	Renewal \$ (000)	Upgrade \$ (000)	Expansion \$ (000)	Grants \$ (000)	Contributions \$ (000)	Borrowings \$ (000)	Asset Sales \$ (000)	Open Space Reserve \$ (000)		
Liverpool Street : Barkly St - Essex St	550		550									550
Olympia Street : Sunshine Road - end	1,400		1,400									1,100
Seg 01 Eirene Street - Benbow - End	300		300									200
Seg 01: Frederick Street - Hyde Street - Whitehall Yaraville	550		550									400
Wales Street : Chatfield St - Shackell St	550		550									500
Angliss Street ,YARRAVILLE - Resheet	110		110									110
Angliss Street ,YARRAVILLE - Resheet	50		50									50
Barb Street ,MARIBYRNONG - Resheet	150		150									150
Beachley Street ,BRAYBROOK - Resheet	10		10									10
Bena Street ,YARRAVILLE - Resheet	50		50									50
Beverley Street ,YARRAVILLE - Resheet	50		50									50
Ellis Court ,BRAYBROOK - Resheet	30		30									30
Hancock Crescent ,BRAYBROOK - Resheet	70		70									70
Lorner Street ,YARRAVILLE - Resheet	50		50									50
Orange Street ,BRAYBROOK - Resheet	70		70									70
Pullar Street ,MAIDSTONE - Resheet	110		110									110
Roberts Street ,WEST FOOTSCRAY - Resheet	50		50									50
Roberts Street ,WEST FOOTSCRAY - Resheet	50		50									50
Rochester Street ,BRAYBROOK - Resheet	150		150									150
Children Crossing Renewal	100		100									100
Tactile Indicator Program CBD	110		110									110
CAP 1131 - Inkerman St easement drainagediversion	110		110									110
CAP1131- Reactive Drainage requests	200		200									200
TOTAL - ROADS	9,750		9,360	390		1,065						8,685
- WASTE MANAGEMENT												
CAP1059 - New And Replacement Waste Bins	220		220									220
TOTAL WASTE	220		220									220
- OTHER INFRASTRUCTURE												
CAP1068 - Public Art Program	100	100										100
CAP1110 - Stony Creek Directions Plan Implementation	15	15								15		
TOTAL - OTHER INFRASTRUCTURE	115	115								15		100

New Capital Works Program 2016-17	Project Cost		Asset Expenditure Types			Funding Sources						Council Cash \$ (000)
	2016/2017 \$ (000)	New \$ (000)	Renewal \$ (000)	Upgrade \$ (000)	Expansion \$ (000)	Grants \$ (000)	Contributions \$ (000)	Borrowings \$ (000)	Asset Sales \$ (000)	Open Space Reserve \$ (000)	Major Projects & Other Reserves \$ (000)	
TOTAL - INFRASTRUCTURE	22,245	1,947	15,599	4,699		1,065				3,205	50	17,925
TOTAL – NEW CAPITAL WORKS AND ASSET IMPROVEMENT 2016/2017	36,010	3,001	26,774	5,515	720	1,165			400	3,355	3,650	27,440

6.2 Works Carried Forward from the 2015/2016 Year

Carry Forwards - Capital Works Program from 2015-16	Project Cost		Asset Expenditure Types			Funding Sources						Council Cash \$ (000)
	2016/2017 \$ (000)	New \$ (000)	Renewal \$ (000)	Upgrade \$ (000)	Expansion \$ (000)	Grants \$ (000)	Contributions \$ (000)	Borrowings \$ (000)	Asset Sales \$ (000)	Open Space Reserve \$ (000)	Major Projects & Other Reserves \$ (000)	
PROPERTY												
- LAND												
CAP 2015/16 - LAND - Quarry Park remediation upgrade	180		180								180	
Total LAND	180		180								180	
- BUILDINGS												
CAP 2014/15 - Angliss Reserve Pavilion Design And Construction	330	330									330	
CAP 2014/15 - Hanmer Umpires change room / Extension	50				50						50	
CAP 2014/15 - Norfolk Street Childrens Centre	270		270								270	
CAP 2015/16 - BLD - Upgrade church St. MCH facility	839	839									839	
CAP 2014/15 - Footscray Community Hub (Paisley Street)	1,436	1,436									1,436	
CAP 2015/16 - BLD - MAC Half Life Refit	1,700	1,700									1,700	
CAP 2014/15 - Little Saigon Activation Project (mid year review)	5,104	5,104									5,104	
TOTAL BUILDINGS	9,729	9,409	270		50						9,729	
TOTAL - PROPERTY	9,909	9,409	450		50						9,909	
PLANT AND EQUIPMENT												
- COMPUTERS AND TELECOMMUNICATIONS												
TOTAL - COMPUTERS AND TELECOMMUNICATIONS												
- LIBRARY BOOKS												
TOTAL - LIBRARY BOOKS												
- PLANT, MACHINERY AND EQUIPMENT												
TOTAL - PLANT, MACHINERY AND												

Carry Forwards - Capital Works Program from 2015-16	Project Cost		Asset Expenditure Types			Funding Sources			Asset Sales \$ (000)	Open Space Reserve \$ (000)	Major Projects & Other Reserves \$ (000)	Council Cash \$ (000)
	2016/2017 \$ (000)	New \$ (000)	Renewal \$ (000)	Upgrade \$ (000)	Expansion \$ (000)	Grants \$ (000)	Contributions \$ (000)	Borrowings \$ (000)				
EQUIPMENT												
TOTAL - PLANT AND EQUIPMENT												
INFRASTRUCTURE												
- BRIDGES												
TOTAL BRIDGES												
- DRAINAGE												
TOTAL DRAINAGE												
- FOOTPATH AND CYCLEWAYS												
CAP 2015/16 - FP - Nicholson St Mall Paving Rectification	500		500								500	
TOTAL - FOOTPATH AND CYCLEWAYS	500		500								500	
- OFFSTREET CARPARKS												
CAP 2015/16 - CP - Angliss Reserve - Roberts Street Carpark Upgrade	450		450								450	
TOTAL - OFFSTREET CARPARKS	450		450								450	
- PARKS, OPEN SPACE AND STREETSCAPES												
CAP 2014/15 - Playground Renewal Program	260		260								260	
CAP 2015/16 - PKS - Pop Up Parks	50			50							50	
TOTAL - PARKS, OPEN SPACE AND STREETSCAPES	310		260	50							310	
- RECREATIONAL, LEISURE AND COMMUNITY FACILITIES												
TOTAL - RECREATIONAL, LEISURE AND COMMUNITY FACILITIES												
- ROADS												
TOTAL - ROADS												
- WASTE MANAGEMENT												
TOTAL WASTE												
- OTHER INFRASTRUCTURE												
CAP 2015/16 - ART - Welcome Arch Project	275				275						275	
TOTAL - OTHER INFRASTRUCTURE	275				275						275	
TOTAL - INFRASTRUCTURE	1,535		1,210	50	275						1,535	
TOTAL – CARRY FORWARD CAPITAL WORKS AND ASSET IMPROVEMENT 2016/2017	11,444	9,409	1,660	50	325						11,444	
TOTAL - CAPITAL WORKS AND ASSET IMPROVEMENT 2016/2017	47,454	12,410	28,434	5,565	1,045	1,165			400	3,355	15,094	27,440

7. RATES & CHARGES

This presents information about rates and charges which the Act and the regulation require to be disclosed in the Council's Annual Budget.

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 71% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2016/2017 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 2.5% in line with the rate cap. This will raise total rates and charges for 2016/2017 of \$90.67 million, including \$0.9 million generated from supplementary rates.

7.1 The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year.

Type Or Class Of Land	2015/2016 CENTS/\$NAV	2016/2017 CENTS/\$NAV	Change %
General rate for rateable residential properties	7.31006	6.453134	-11.72%
General rate for rateable commercial properties	7.31006	6.453134	-11.72%
General rate for rateable industrial properties	7.31006	6.453134	-11.72%

7.2 The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year.

Type Or Class Of Land	2015/2016 \$	2016/2017 \$	Change %
Residential	64,215,672	68,830,586	7.19%
Commercial	15,556,705	14,087,608	-9.44%
Industrial	7,521,753	7,739,370	2.89%
Total amount to be raised by general rates	87,294,130	90,657,564	3.85%

7.3 The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.

Type Or Class Of Land	2015/2016	2016/2017	Change %
Residential	34,404	34,961	1.62%
Commercial	2,573	2,439	-5.21%
Industrial	1,075	1,131	5.21%
Total number of assessments	38,052	38,531	1.26%

7.4 The basis of valuation to be used is the Net Annual Value (NAV).

7.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year.

Type Or Class Of Land	2015/2016 CIV \$	2016/2017 CIV\$	Change %
Residential	17,567,139,000	21,315,167,000	21.34%
Commercial	3,297,705,000	3,547,791,000	7.58%
Industrial	1,338,500,002	1,600,020,752	19.54%
Total value of land	22,206,344,002	26,462,978,752	19.18%

Type Or Class Of Land	2015/2016 NAV \$	2016/2017 NAV\$	Change %
Residential	878,456,150	1,066,622,595	21.42%
Commercial	212,812,275	218,306,450	2.58%
Industrial	102,895,922	119,931,952	16.56%
Total value of land	1,194,164,347	1,404,860,997	17.64%

7.6 The municipal charge under section 159 of the Act compared with the previous financial year.

Type of Charge	Per Rateable Property 2015/2016 \$	Per Rateable Property 2016/2017 \$	Percentage Change
Municipal	NIL	NIL	0.00%

7.7 The estimated total amount to be raised by municipal charges compared with the previous financial year.

Type of Charge	2013/14 \$	2015/2016 \$	Percentage Change
Municipal	NIL	NIL	0.00%

7.8 The rate or unit amount to be levied for each type of service rate or charge under section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2015/2016 \$	Per Rateable Property 2016/2017 \$	Percentage Change
Service	NIL	NIL	0.00%

7.9 The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year.

Type of Charge	2015/2016 \$	2016/2017 \$	Percentage Change
Service	NIL	NIL	0.00%

7.10 The estimated total a mount to be raised by all rates and charges compared with the previous financial year.

Type of Charge	2015/2016 \$	2016/2017 \$	Change %
Rates and charges	87,294,130	90,657,564	3.85

7.11 Any significant changes that may affect the estimated amounts to be raised by rates and charges.

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations
- The variation of returned levels of value (e.g. valuation appeals)
- Changes in use of land such that ratable land becomes non-ratable land and vice versa
- Changes in use of land such that residential land becomes business land and vice versa.

Differential Rates

We have no differential rates.

BUDGET ANALYSIS

The following reports provide detailed analysis to support and explain the budget reports in the previous section.

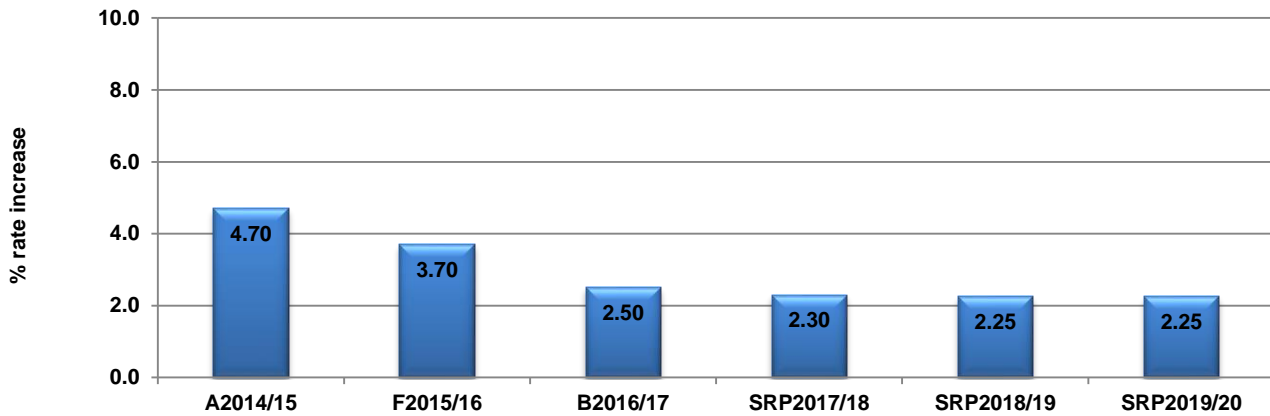
This section includes the following analysis and information:

- 8 Summary of financial position
- 9 Budget influences
- 10 Analysis of operating budget
- 11 Analysis of budgeted cash position
- 12 Analysis of capital budget
- 13 Analysis of budgeted financial position

8. SUMMARY OF FINANCIAL POSITION

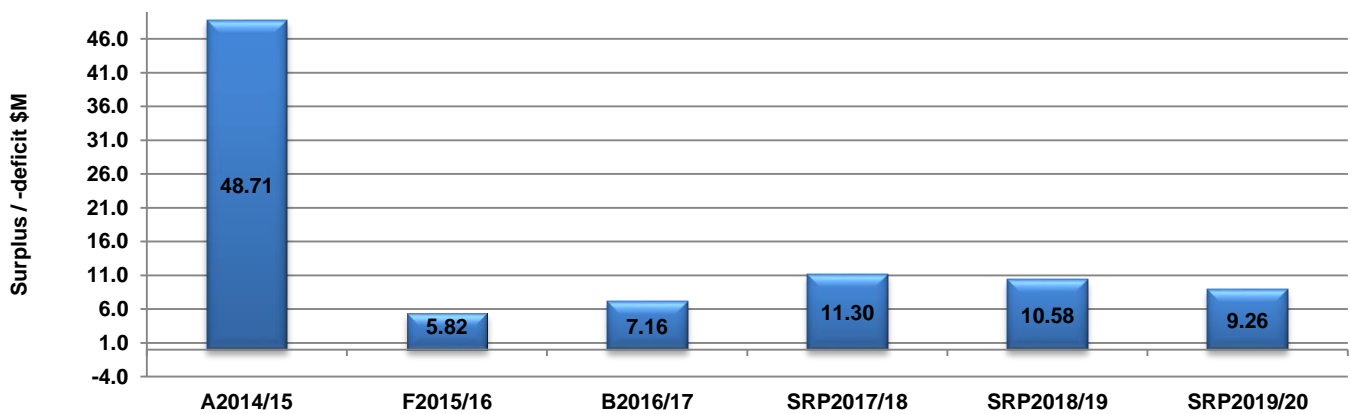
Council has prepared a Budget for the 2016/2017 financial year which seeks to balance the demand for services and infrastructure with the community’s capacity to pay. Key budget information is provided below about the rate increase, operating result, cash and investments, capital works and council expenditure allocation.

8.1 Rates



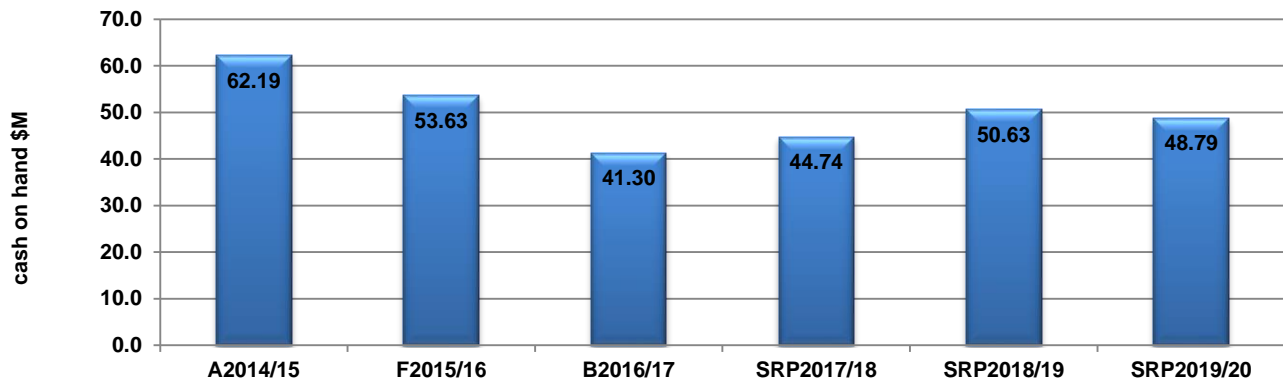
It is Adopted that general rates increase by 2.5% for the 2016/2017 year, raising total rates of \$91.5 million, including \$0.9 million generated from supplementary rates. This rate increase is in line with the rate cap set by the Minister for Local Government.

8.2 Operating Result



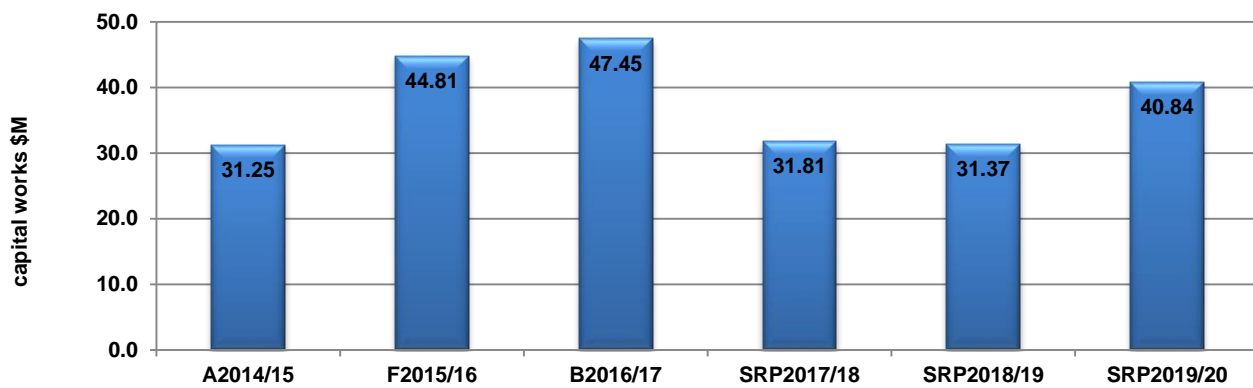
The expected operating result for the 2016/2017 year is a surplus of \$7.16 million, which is an increase of \$1.34 million over the forecast 2015/2016 result. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions, is a surplus of \$7.06 million, over 2015/2016 – refer to section 10 of this summary for further information.

8.3 Cash & Investments



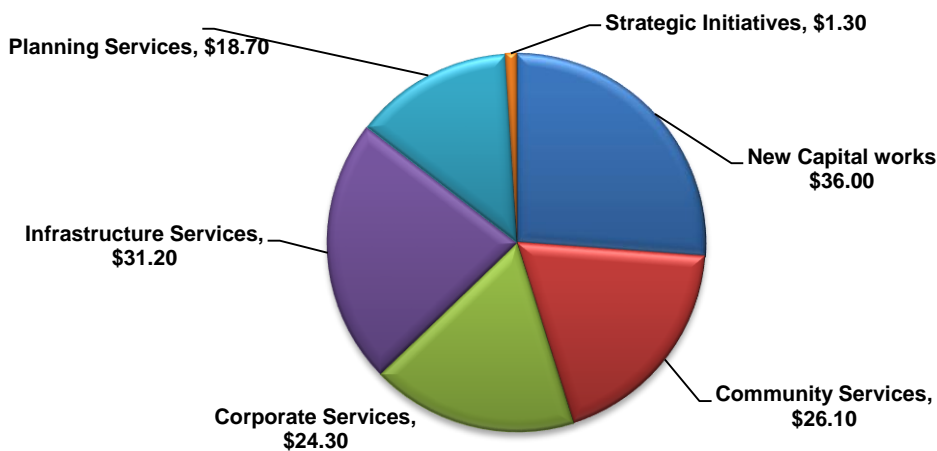
Cash and investments are expected to decrease by \$12.33 million during the year to \$41.30 million as at 30 June 2017. The reduction in cash and investments is in line with Council's Strategic Resource Plan. (Cash and investments are forecast to be \$53.63 million as at 30 June 2016).

8.4 Capital Works



The Capital & Improvement Program for the 2016/2017 year is expected to be \$36.01 million new works plus carry forward \$11.44 million. Funding for this program is shown in section 12. The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

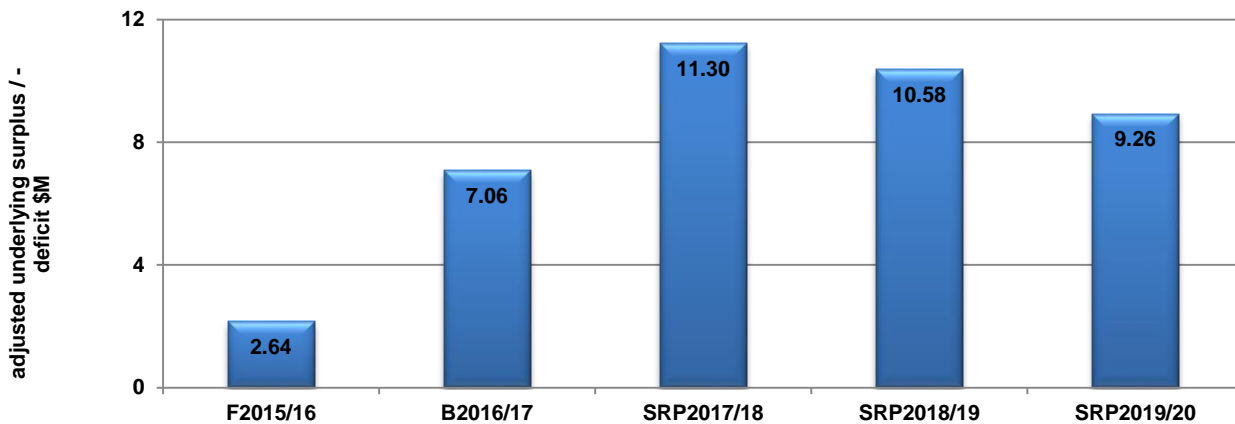
8.5 Council Expenditure Allocations (\$million)



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area.

This budget has been developed through a rigorous process of consultation and review and management endorses it as financially responsible. More detailed budget information is available throughout this document.

8.7 Financial Sustainability



A high level Strategic Resource Plan for the years 2016/2017 to 2019/2020 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council’s strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows an increasing surplus over the four year period.

9. BUDGET INFLUENCES

This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

Maribyrnong City Council is located in the west of Melbourne and covers an area of 31.2 square kilometres. It comprises of the former City of Footscray and parts of the City of Sunshine Councils, which were amalgamated in 1994.

9.1 Snapshot of City of Maribyrnong

Population

In June 2014, the estimated residential population of the City of Maribyrnong was 81,859 people. The forecast population for 2016 is 86,975. In the 10 years from 2006 to 2016, the population increased by approximately which is a 38% increase.

The City of Maribyrnong population is forecast to increase to 156,291 by 2041, which is a 80% increase on the 2016 forecast figure. The biggest increase in population will be in the suburb of Footscray which is forecast to increase by 170% to 45,558 in 2041.

(Source: ID Community Profile and ID Forecast based on ABS Census 2011 data).

Population - Age breakdown

The biggest age group in the City of Maribyrnong in 2016 is forecast to be the 35-49 age group which accounts for 24% of the population with 21,066. The second largest age group is the 25-34 age group which in 2016, is forecast to represent 22% of the population with 19,418.

(Source: I ID Forecast based on ABS Census 2011 data).

The 35-49 age group is forecast to increase by 70% to 35,892 by 2041. The 25-34 age group is forecast to increase by 66% increase by 2041 to 35,892

(Source: ID Community Profile and ID Forecast based on ABS Census 2011 data).

Births

At the 2006 Census the annual birthrate was 972. At the 2011 Census it was 1,158. In 2016, the forecast annual birth rate is 1,563. In 2041, it is forecast to be 2,654.

(Source: ID Community Profile based on ABS Census 2011 data and ID Forecast data 2014).

Cultural diversity

The City is a highly culturally and linguistically diverse municipality. 43% of the population were born overseas. The main countries of birth of residents, apart from Australia include Vietnam, China, India, the United Kingdom and New Zealand.

34% of the population are from non English speaking backgrounds. 43% of the population speak a language other than English at home.

(Source ID Community Profile based on Census 2011 data).

Households

In 2016, there is forecast to be 33,525 households in the City of Maribyrnong. The largest type of household is lone person households with 9,015 followed by couples without dependents with 8,152. (ID Forecast data 2015).

By 2041, there will be a 98% forecast increase in the number lone households to 17,750. Couple without dependents are the next biggest group with a 92% forecast increase by 2041 to 17,750. Couple families with dependents is forecast to increase by 76% to 15,269 by 2041. Overall, the number of households will increase by 86% to 62,508 households by 2041 (ID Forecast data 2016).

Income

The median household income for the City of Maribyrnong is \$1,257. This compares to \$1,333 for the Greater Melbourne. The median income was the lowest in Braybrook with \$836 per week.

19% of the City of Maribyrnong population were on low incomes of less than \$600 per week. This compares to 16.9% for Greater Melbourne. 17.4% of the population were on high incomes of over \$2,400 per week. This compares to 18.7% for Greater Melbourne (ID Social Atlas based on Census 2011 data).

Housing

23% of City of Maribyrnong residents owned their home and 30.1% had a mortgage. 30.6% of residents were renting privately and 6.2% lived in social housing. The number of homes is increasing (ID Community Profile based on Census 2011 data). 60.4% of dwelling were separate houses. 30.7% were classified as medium density including townhouses, semi detached and small apartment blocks. 8.2% were classified as high density (ID Community Profile based on Census 2011 data).

Since 2001-02, there have been 8,788 residential building approvals in the municipality with an average of 732 approvals per year (ID Community Profile based on Census 2011 data).

In 2016, there is forecast to be there were forecast to be 35,544 dwellings in the City of Maribyrnong. By 2041, there is forecast to be a 115% increase to 66,713 dwellings in the municipality (ID Forecast 2016).

The median household rental cost for the City of Maribyrnong is \$280 per week compared to \$300 for Greater Melbourne. The median monthly mortgage repayment is \$2,000 compared to \$1,810 for Greater Melbourne. (ID Community Profile based on Census 2011 data).

Education

59.6% of City of Maribyrnong residents have completed Year 12 compared to 54.6% for Greater Melbourne. 28.2% of residents have a Bachelors degree university qualification compared to 23.6% for Greater Melbourne.

19.5% of residents have a diploma or vocational education qualification such as TAFE, compared to 23.8% for Greater Melbourne. 39.9% of residents had no qualifications compared to 42.2% for Greater Melbourne (ID Community Profile based on Census 2011 data).

Occupations

27.4% of City of Maribyrnong residents are professionals, 14.5% are clerical or administrative workers, 11.9% are managers, 10.9% are trades or technical workers and 9.3% are community and personal service workers.

Other occupations include laborers with 9%, sales workers with 8.4% and machinery operators and drivers with 6% (ID Community Profile based on Census 2011 data).

Industries in which residents are employed

Industries in which City of Maribyrnong residents are employed include healthcare and social assistance with 10.1%, manufacturing with 9.5%, professional scientific and technical services with 9%, retail trade with 9.3% and education and training with 8.2% (ID Community Profile based on Census 2011 data).

Social and Economic Disadvantage

The Relative Index of Social Disadvantage (SEIFA) is derived from attributes such as income, educational attainment, unemployment, occupations and variables that reflect disadvantage rather than measure specific aspects of disadvantage.

High scores on the Index of Relative Social and Economic Disadvantage occur when the area has families on higher incomes and people with higher level qualifications. Low scores on the index occur when the area has many low income families and people with little training and in unskilled occupations. The City of Maribyrnong is the fourth most disadvantaged municipality in metropolitan Melbourne with a SEIFA ranking 974. The most disadvantaged municipalities include Greater Dandenong, Brimbank and Hume. The suburb of Braybrook is the fourth most disadvantaged suburb in metropolitan Melbourne with a SEIFA ranking of 801.1 (ID Community Profile based on Census 2011 data).

9.2 External Influences

- Consumer Price Index (CPI) increases on goods and services of 1.7% through the year to December quarter 2015 (ABS release 22 March 2016).
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.
- Unfunded superannuation liability.
- Cost shifting from Federal and State Government, including the freezing of Federal Assistance Grants (FAGs).
- The Victorian State Government has announced that Local Government rates will be capped from 2016/2017. The announcement by the State Government has capped rates at 2.5%

9.3 Internal Influences

As well as external influences, there are also a number of internal influences that are expected to have a significant impact on the preparation of the 2016/2017 Budget. These matters have arisen from events occurring in the 2015/2016 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2016/2017 year. These matters are set out below:

- Maintaining and improving existing services to meet competing demands;
- Wage increases resulting in additional employee costs;
- Staffing levels to support service delivery, some of which has a consequential positive income impact;
- Above CPI increases in the cost of raw materials and some contract expenditures; and
- The costs of upgrading and maintaining Council infrastructure to meet community expectations.
- Additional green waste processing cost of 8%.

9.4 Budget Principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets.

The principles included:

- Pensioner rebate scheme increased to \$181.70.
- Festivals & Events i.e. Ongoing Fireworks Event.
- Existing fees and charges to be increased in line with CPI or market levels.
- Grants to be based on confirmed funding levels.
- New revenue sources to be identified where possible.
- Service levels to be maintained at 2015/2016 levels with the aim to use less resources with an emphasis on innovation and efficiency.
- New initiatives or employee proposals to be justified through a business case.
- Real savings in expenditure and increases in revenue identified in 2015/2016 to be preserved
- Operating revenues and expenses arising from completed 2015/2016 capital projects to be included.
- No new borrowings.

9.5 Long Term Strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2016/2017 to 2020/2021 (section 14), Rating Information (section 15) and Other Long Term Strategies (section 16) including borrowings, infrastructure and service delivery.

10. ANALYSIS OF OPERATING BUDGET

The Budgeted Income Statement budgets an operating surplus of \$7.057 million for the year ending 30th June 2017. This section analyses the operating budget including expected Income and Expenses of the Council for the 2016/2017 year.

10.1 Budgeted Income Statement

	Forecast Actual 2015/2016 \$'000	Budget 2016/2017 \$'000	Variance \$'000
Total income	127,596	128,713	1,117
Total expenses	(121,777)	(121,556)	221
Surplus (deficit) for the year	5,819	7,157	1,338
Grants –non-recurrent capital	(1,290)	(100)	1,190
Contributions - non-monetary assets	0	0	0
Capital contributions - other sources	(1,888)	0	1,888
Adjusted underlying surplus (deficit)	2,641	7,057	4,416

Adjusted underlying surplus (\$4.416 million increase)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council’s ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2016/2017 year is a surplus of \$7.057 million which is an increase of \$4.416 million from the 2015/2016 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources.

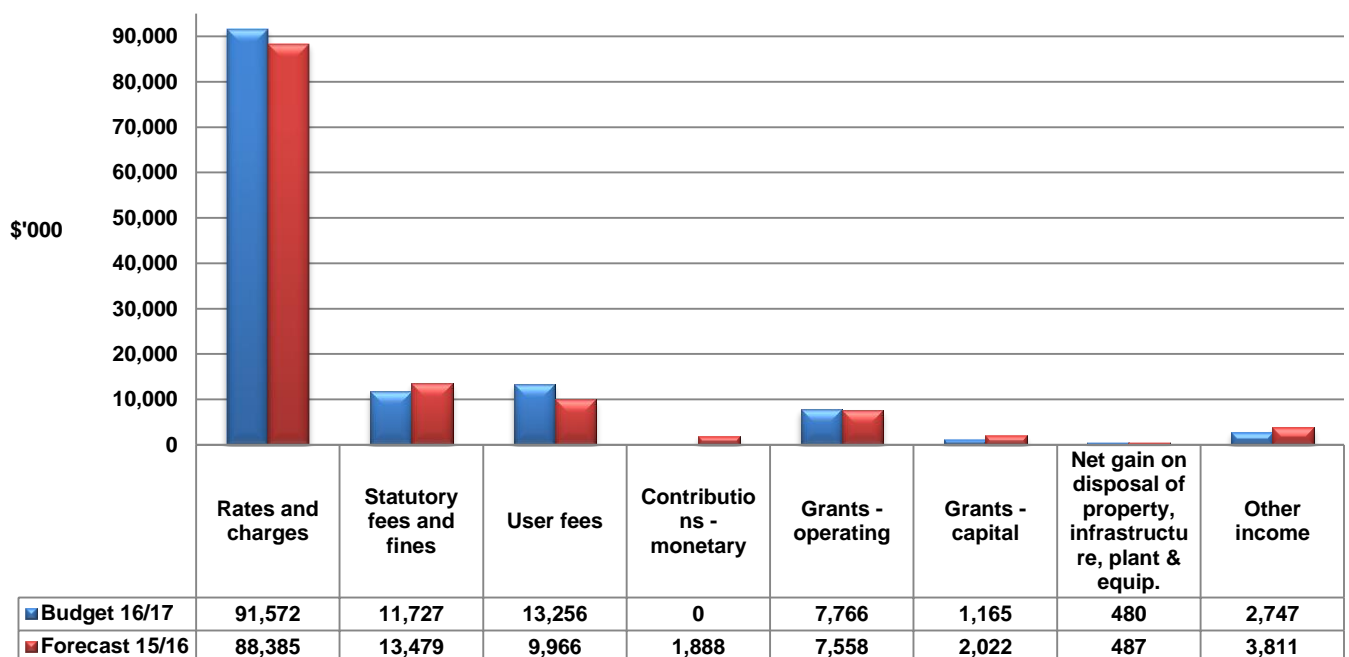
Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

10.2 Income

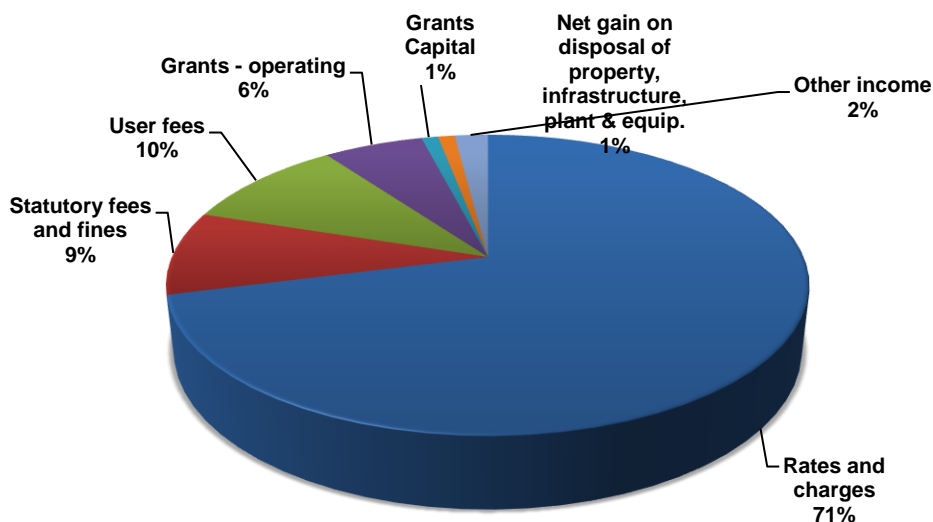
Income Types	Forecast	Budget	Variance
	Actual 2015/2016 \$'000	2016/2017 \$'000	\$'000
Rates and charges	88,385	91,572	3,187
Statutory fees and fines	13,479	11,727	(1,752)
User fees	9,966	13,256	3,290
Contributions - monetary	1,888	0	(1,888)
Grants - operating	7,558	7,766	208
Grants - capital	2,022	1,165	(857)
Net gain on disposal of property, infrastructure, plant & equip.	487	480	(7)
Other income	3,811	2,747	(1,064)
Total income	127,596	128,713	1,117

Rates are the major source of Operating Revenue accounting for in excess of 71% of all income. Statutory Fees and Fines, User Charges and Government Grants are also significant contributors to total income. Council has increased rates by 2.5%. This plus raising of Supplementary Rates for new and improved dwellings has seen the level of rate income increase by \$3.187 million.

Budgeted Income 2016/2017 And Forecast 2015/2016



Budgeted Income 2016/2017

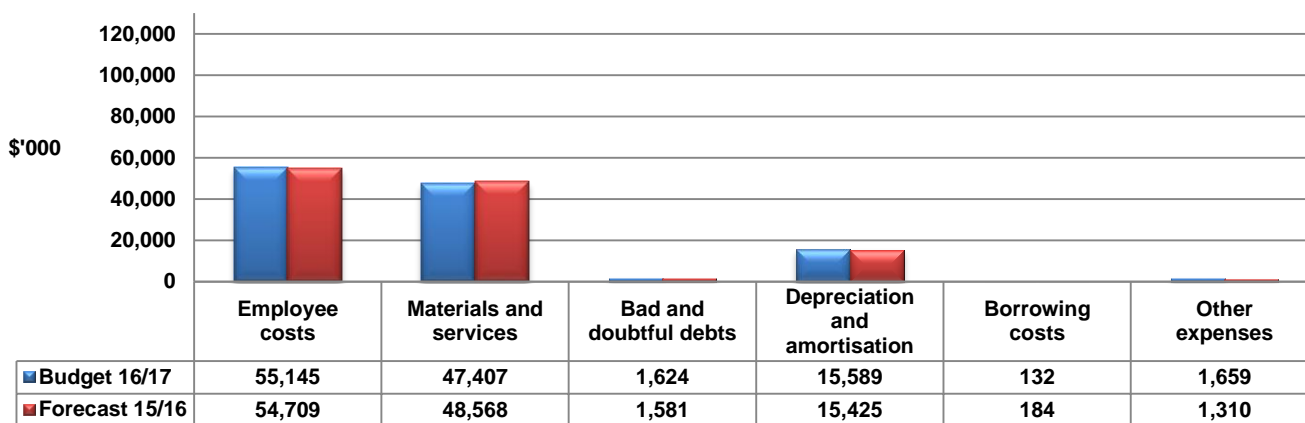


10.3 Expenses

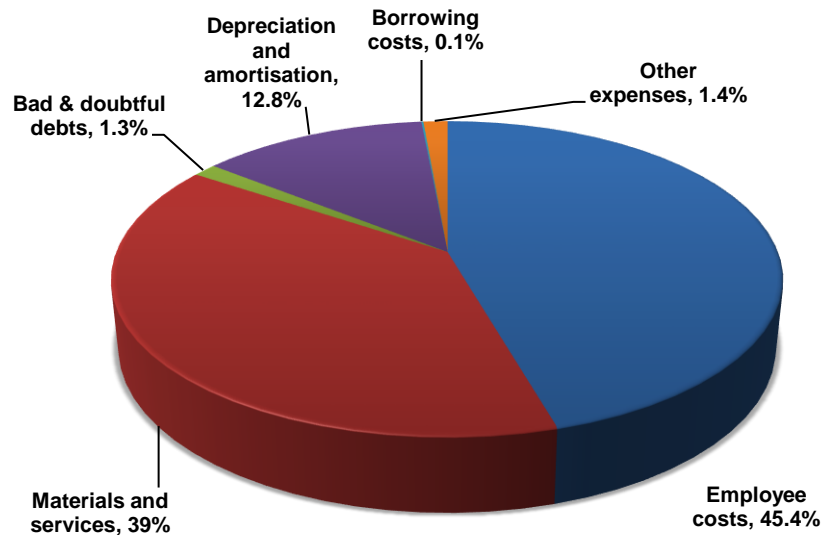
Expense Types	Forecast	Budget	Variance
	Actual 2015/2016 \$'000	2016/2017 \$'000	\$'000
Employee costs	54,709	55,145	(436)
Materials and services	48,568	47,407	1,161
Bad and doubtful debts	1,581	1,624	(43)
Depreciation and amortisation	15,425	15,589	(164)
Borrowing costs	184	132	52
Other expenses	1,310	1,659	(349)
Total expenses	121,777	121,556	221

Employee benefits, materials and services are the major areas of operating expenditure, accounting for in excess of 85% of all expenditure. Employee benefits include all labour-related costs such as wages and salaries, on costs, employer superannuation (\$200,000 for Council’s provision for a future contribution to the unfunded superannuation liability) and WorkCover. Increases in employee costs are contributed to by the Enterprise Agreement which came in to effect on the 1st July 2013. A new enterprise agreement is currently being negotiated.

Budgeted Expenses 2016/2017 & Forecast 2015/2016



Budgeted Expenses 2016/2017



A summary of human resources expenditure categorized according to the organizational structure of Council and number of full time equivalent (FTE) Council staff:

Department	Budget 2016/2017 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
Community Services	17,661	7,528	10,133
Corporate Services	9,599	8,569	1,030
Infrastructure Services	10,620	10,234	386
Planning Services	9,983	8,323	1,660
Total Permanent Staff Expenditure	47,863	34,654	13,209
Casuals and other expenditure	7,282		
Capitalised labour costs	1,120		
Total Expenditure	56,265		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
Community Services	193.3	73.6	119.7
Corporate Services	86.9	75.2	11.7
Infrastructure Services	115.0	111.1	3.9
Planning Services	95.4	76.2	19.2
Total	490.6	336.1	154.5
Casuals and other	42.6		
Capitalised labour costs	10.9		
Total Staff	544.1		

11. ANALYSIS OF BUDGETED CASH POSITION

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2016/2017 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves. The analysis is based on three main categories of cash flows:

- Operating activities - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.
- Investing activities - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.
- Financing activities - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

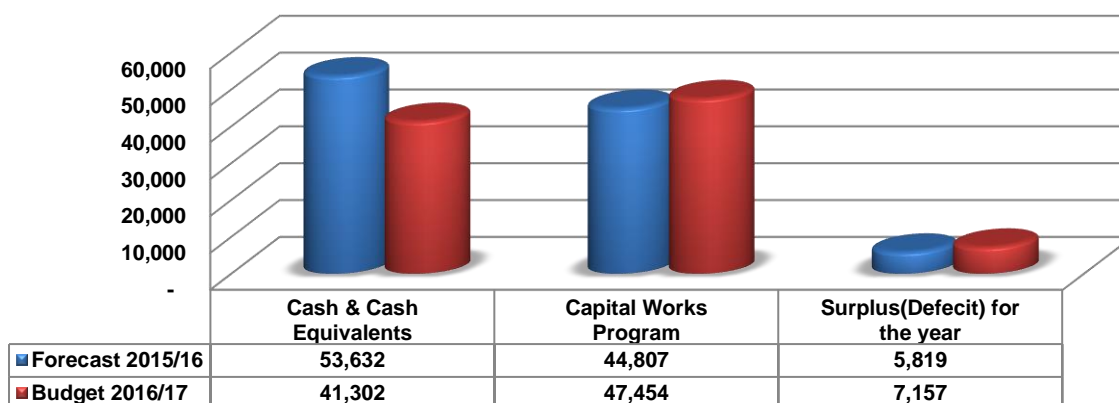
It is anticipated that there will be a reduction in Council's cash reserves over the next twelve months to fund major projects including Little Saigon Project as well as carried forward works from cash reserves.

11.1 Budgeted Cash Flow Statement

	Forecast Actual 2015/2016 \$'000	Budget 2016/2017 \$'000	Variance \$'000
Cash Flows From Operating Activities			
<i>Receipts</i>			
Rates and charges	88,105	91,405	3,300
User fees and fines	21,058	24,469	3,411
Grants - operating	7,558	7,766	208
Grants - capital	2,022	1,165	(857)
Interest	2,279	1,975	(304)
Other receipts	5,828	3,180	(2,648)
	126,850	129,960	3,110
<i>Payments</i>			
Employee costs	(52,832)	(53,401)	(569)
Other payments	(51,695)	(52,556)	(861)
	(104,527)	(105,957)	(1,430)
Net Cash Provided By Operating Activities	22,323	24,003	1,680
Cash Flows From Investing Activities			
Payments for property, infrastructure, plant & equip.	(30,400)	(35,844)	(5,444)
Proceeds from sale of property, infrastructure, plant & equipment	487	480	(7)
Payments for investments	(151,000)	(151,000)	0
Proceeds from investments	151,000	161,021	10,021
Loans and advances made	0	0	0
Repayments of loans and advances	0	0	0
Net Cash Used In Investing Activities	(29,913)	(25,343)	4,570
Cash Flows From Financing Activities			
Finance costs	(184)	(132)	52
Proceeds from borrowings	0	0	0
Repayment of borrowings	(787)	(837)	(50)
Net Cash Used In Financing Activities	(971)	(969)	2
Net Decrease In Cash And Cash Equivalents	(8,561)	(2,309)	6,252
Cash and cash equivalents at the beginning of the year	20,193	11,632	(8,561)
Cash And Cash Equivalents At End Of The Year	11,632	9,323	(2,309)

Reconciliation Of Cash and Operating Result

The net cash flows from operating activities does not equal the surplus for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.



Cash and equivalents, reduction in 2016/2017 is predominantly caused by the completion of carried forwards capital projects, the Little Saigon project from cash reserves. Section 2.6 provides a full reconciliation of the Operating Result (accrual basis) with the Cash Result. Council has budgeted for a break even result on a cash basis.

	Forecast Actual 2015/2016 \$'000	Budget 2016/2017 \$'000	Variance \$'000
Surplus (Deficit) For The Year	5,819	7,157	1,338
Depreciation	15,425	15,589	164
Loss (gain) on disposal of property, infrastructure, plant & equipment	487	480	(7)
Finance costs	184	132	(52)
Net movement in current assets and liabilities	408	645	237
Cash Flows Available From Operating Activities	22,323	24,003	1,680

11.2 Restricted and Unrestricted Cash and Investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2017 it will have cash and investments of \$41.30 million, which has been restricted as shown in the following table.

	Forecast Actual 2015/2016 \$'000	Budget 2016/2017 \$'000	Variance \$'000
Total Cash And Investments	53,632	41,302	(12,330)
Restricted cash and investments			
- Statutory reserves	(8,537)	(5,182)	3,355
- Cash held to carry forward capital works	(11,444)	0	11,444
- Trust funds and deposits	(3,106)	(3,115)	(9)
Unrestricted Cash And Investments	30,545	33,005	2,460
- Discretionary reserves	(17,571)	(18,435)	(864)
Unrestricted Cash Adjusted For Discretionary Reserves	12,974	14,570	1,596

12. ANALYSIS OF CAPITAL BUDGET

This section analyses the planned capital works expenditure budget for the 2016/2017 year and the sources of funding for the capital budget.

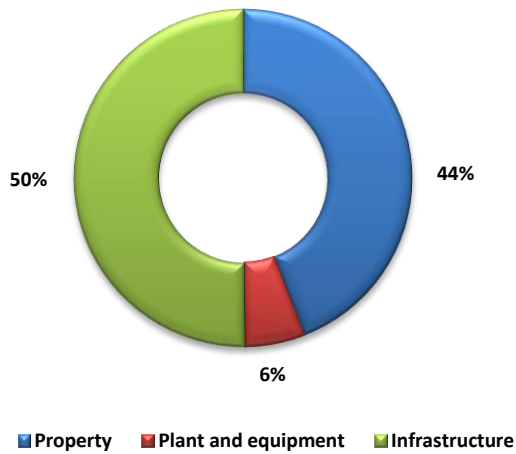
12.1 Capital Works Expenditure

Capital Works Areas	Forecast	Budget	Variance
	Actual 2015/16 \$'000	2016/2017 \$'000	\$'000
Works carried forward			
Property			
Land		180	180
Total land		180	180
Buildings		9,729	9,729
Total buildings		9,729	9,729
Total property		9,909	9,909
Total plant and equipment		0	0
Infrastructure			
Footpaths and cycleways		500	500
Parks, open space and streetscapes		310	310
Off street car parks		450	450
Other infrastructure		275	275
Total infrastructure		1,535	1,535
Total works carried forward		11,444	11,444

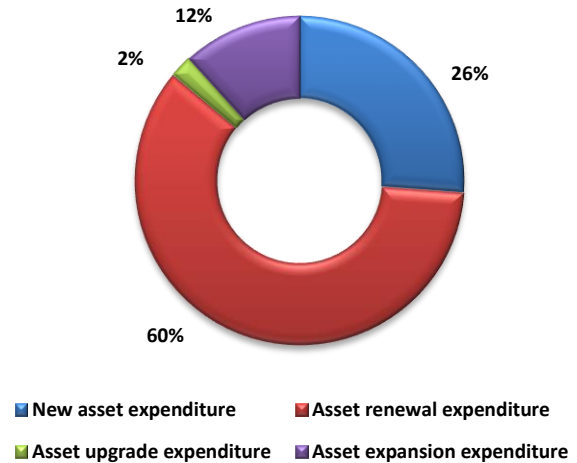
Capital Works Areas	Forecast	Budget	Variance
	Actual 2015/2016 \$'000	2016/2017 \$'000	\$'000
New works			
Property			
Land	944	1,400	456
Land improvements	0	0	0
Total land	944	1,400	456
Buildings	10,822	9,585	(1,237)
Heritage buildings	0	0	0
Building improvements	0	0	0
Leasehold improvements	0	0	0
Total Buildings	10,822	9,585	(1,237)
Total Property	11,766	10,985	(781)
Plant and equipment			
Heritage plant and equipment	0	0	0
Plant, machinery and equipment	2,920	1,280	(1,640)
Fixtures, fittings and furniture	0	0	0
Computers and telecommunications	2,489	900	(1,589)
Library books	600	600	0
Total Plant And Equipment	6,009	2,780	(3,229)
Infrastructure			
Roads	11,052	9,750	(1,302)
Bridges	30	170	140
Footpaths and cycleways	3,892	4,617	725
Drainage	1,202	326	(876)
Recreational, leisure and community facilities	978	390	(588)
Waste management	250	220	(30)
Parks, open space and streetscapes	7,590	6,257	(1,333)

Capital Works Areas	Forecast	Budget	Variance
	Actual 2015/2016 \$'000	2016/2017 \$'000	\$'000
Off street car parks	1,488	400	(1,088)
Other infrastructure	550	115	(435)
Total Infrastructure	27,032	22,245	(4,787)
Total New Works	44,807	36,010	(8,797)
Total Capital Works Expenditure	44,807	47,454	2,647
Represented by:			
New asset expenditure	14,000	12,410	(1,590)
Asset renewal expenditure	16,400	28,434	12,034
Asset upgrade expenditure	4,025	1,045	(2,980)
Asset expansion expenditure	10,382	5,565	(4,817)
Total Capital Works Expenditure	44,807	47,454	2,647

BUDGETED CAPITAL WORKS 2016/17



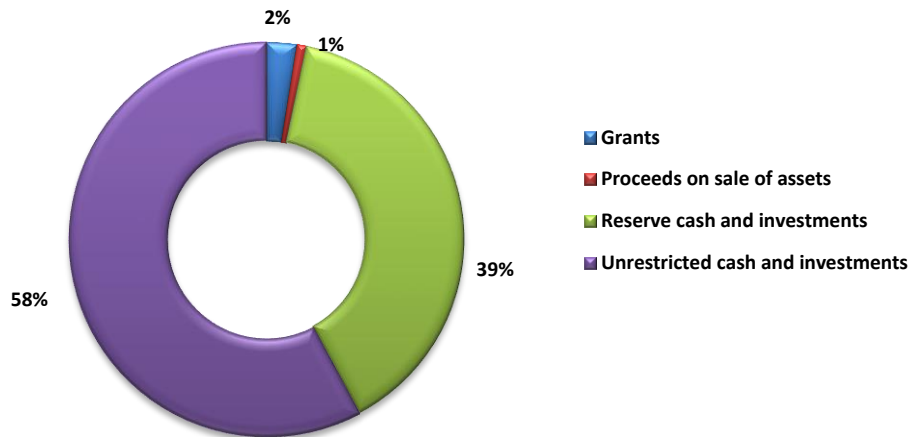
BUDGETED CAPITAL WORKS 2016/17



12.2 Funding Sources

Sources of funding	Forecast	Budget	Variance
	Actual 2015/2016 \$'000	2016/2017 \$'000	\$'000
Works carried forward			
<i>Current year funding</i>			
- reserve cash and investments		11,444	11,444
Total works carried forward	0	11,444	11,444
New works			
<i>Current year funding</i>			
Grants	2,022	1,165	(857)
Council cash			
- operations			
- proceeds on sale of assets	400	400	0
- reserve cash and investments	15,501	7,005	(8,496)
- unrestricted cash and investments	26,884	27,440	556
Total new works	44,807	36,010	(8,797)
Total funding sources	44,807	47,454	2,647

Budgeted Total Funding Sources 2016/2017



Highlights of the Capital Works Program

Capital Works Area	Project Cost					Asset Expenditure Types				Summary of Funding Sources		
	2016/2017	New	Renewal	Upgrade	Expansion	Grants	Contributions	Borrowings	Asset Sales	Open Space Reserve	Major Projects Other Reserves	Council Cash
Property												
- Land	1,580		1,580							150	180	1,250
- Buildings	19,314	10,463	7,265	817	770	100					13,329	5,885
Total Property	20,894	10,463	8,845	817	770	100				150	13,509	7,135
Plant and Equipment												
- Computers and Telecommunications	900		900									900
- Library Books	600		600									600
- Plant, Machinery and Equipment	1,280		1,280					400				880
Total Plant and Equipment	2,780		2,780					400				2,380
Infrastructure												
- Bridges	170		170									170
- Drainage	326		326									326
- Footpath and Cycleways	5,117	175	1,732	3,210						350	500	4,267
- Offstreet Carparks	850		850								450	400
- Parks, Open Space and Streetscapes	6,567	1,657	3,761	1,149						2,840	360	3,367
- Recreational, Leisure and Community Facilities	390		390									390
- Roads	9,750		9,360	390		1,065						8,685
- Waste Management	220		220									220
- Other Infrastructure	390	115			275					15	275	100
Total - Infrastructure	23,780	1,947	16,809	4,749	275	1,065				3,205	1,585	17,925
Total - Capital Works and Asset Improvement 2016/2017	47,454	12,410	28,434	5,565	1,045	1,165			400	3,355	15,094	27,440

The total value of the 2016/2017 Capital Improvement Program is \$47.45 million, new works \$36.10 million plus \$11.44 million in carry forwards from the 2015/2016 program. Approx 70% of the overall program is allocated to the renewal and upgrade of assets, whilst the balance is allocated for the creation of new assets and other improvements. The emphasis of the program is on renewing and upgrading facilities to reduce the asset backlog, in addition to keeping up with the annual rate of deterioration.

The total value of the 2016/2017 Capital Improvement Program is \$36m. Of this value, 74.4% of the overall program is allocated to the renewal and upgrade of the existing asset base.

The remaining 25.6% is allocated for the investment in new assets and other improvements.

The strategic objective of the program is to renew and upgrade asset infrastructure and facilities to significantly reduce the asset backlog over 10 years, in addition to keeping up with the annual rate of deterioration. This is explained in more detail in section 16.2

Asset Renewal Programs

The capital program consistent of various asset renewal programs for the provision of sustainable assets for the present and the future. These programs focus on addressing the currently level of asset condition degradation in line with current service levels for each asset class. These renewal programs include the following:

- Road Improvement Program	\$8,000,000
- Footpath Improvement Programs	\$3,210,000
- Drainage Improvement program	\$300,000
- Building Renewal Program	\$2,275,000
- Carparks	\$400,000
- Traffic Management Works Program	\$390,000
- Playground Renewal Program	\$400,000
- Buildings Air Conditioning Replacement Program	\$200,000
- Security Access System Upgrade and Amalgamation	\$350,000

Non Civil Infrastructure and Facilities Renewal Programs

There are a number of other critical renewal programs included in the program that enhance council's operational capabilities. These include the IT renewal program and fleet renewal as well as other minor programs such as air conditioning and floor coverings replacement programs.

The information technology program undertakes the replacement of Council's information technology infrastructure in accordance with the Information Technology Strategy (ITS). The ITS focus on number of major projects which will enhance customer service, organisational efficiency and the standardisation of the IT service delivery platforms and to also improve the efficiencies of information management.

Fleet management includes replacement of Council's vehicles, plant and equipment in accordance with the Fleet Replacement Program to ensure Council's fleet is appropriate to meet service needs. The program takes into account useful life, utilisation rates, repair and maintenance costs and adopts a 'whole of life' approach towards fleet management including environmental impact. The program is aimed at reducing maintenance costs, lost time due to breakdowns and most of all that fleet is reliable to meet service needs.

- Fleet, Plant and Equipment Renewal Program	\$1,100,000
- Information Technology Renewal Program	\$900,000

Other improvements

- Public Art Program	\$100,000
- Tree Planting Program	\$500,000
- Early Years and MCH Centres	\$250,000

Investment in Capital Planning

These programs are designed for advanced planning, scoping and design of projects

- Civil Infrastructure Advanced Design Programs	\$963,000
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Major Projects

The capital program also consists of major projects consist of new, renewal and upgrade of Council facilities and open spaces such as sporting pavilions, maternal and child health centre's, child care services and other compliance projects. Some of the major projects in the 2016/2017 Financial year are detailed below:

- Little Saigon	\$3,600,000
- Quarry Park Remediation Upgrade	\$1,000,000
- Footscray Hockey Club Amenities Upgrade	\$840,000
- Church Street M&H Facility Upgrade	\$695,000
- Hanmer Umpires Change Room/ Extension	\$530,000
- Kindersmith Reserve	\$165,000

13. ANALYSIS OF BUDGETED FINANCIAL POSITION

This section analyses the movements in assets, liabilities and equity between 2015/2016 and 2016/2017. It also considers a number of key performance indicators.

13.1 Budgeted Balance Sheet

	Forecast Actual 2015/2016 \$'000	Budget 2016/2017 \$'000	Variance \$'000
Current assets			
Cash and cash equivalents	11,632	9,323	(2,309)
Trade and other receivables	12,662	13,329	667
Financial assets	42,000	31,979	(10,021)
Other assets	1,616	1,616	0
Total Current Assets	67,910	56,247	(11,663)
Non-current assets			
Trade and other receivables	133	146	13
Property, infrastructure, plant and equipment	940,696	960,951	20,255
Total Non-Current Assets	940,829	961,097	20,268
Total Assets	1,008,739	1,017,344	8,605
Current liabilities			
Trade and other payables	9,819	10,351	(532)
Trust Funds and Deposits	3,106	3,115	(9)
Provisions	14,987	16,593	(1,606)
Interest-bearing loans and borrowings	837	890	(53)
Total Current Liabilities	28,749	30,949	(2,200)
Non-current liabilities			
Provisions	1,081	1,219	(138)
Interest-bearing loans and borrowings	1,836	946	890
Total Non-Current Liabilities	2,917	2,165	752
Total Liabilities	31,666	33,114	(1,448)
Net Assets	977,073	984,230	7,157
Equity			
Accumulated surplus	314,379	335,471	21,092
Reserves	662,694	648,759	(13,935)
Total Equity	977,073	984,230	7,157

Working Capital (\$13.86 million decrease)

Working capital is the excess of current assets above current liabilities. This calculation recognizes that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending. Council has also committed further current assets to specific and restricted purposes, represented by reserves, which may not yet be represented as current liabilities at 30 June.

	Forecast Actual 2015/2016 \$'000	Budget 2016/2017 \$'000	Variance \$'000
Current Assets	67,910	56,247	(11,663)
Current Liabilities	28,749	30,949	(2,200)
Working Capital	39,161	25,298	(13,863)
Restricted cash and investment current assets			
- Statutory reserves	(8,537)	(5,182)	3,355
- Cash used to fund carry forward capital works	(11,444)	0	11,444
- Trust funds and deposits	(3,106)	(3,115)	(9)
Unrestricted Working Capital	16,074	17,001	927

Unrestricted working capital may also be committed to completion of carry forward capital works. Refer to section 11.2 for Restricted and Unrestricted Cash and Investments.

13.2 Key Assumptions

Council's continued adherence to the Long Term Financial Plan has seen its Balance Sheet continue to remain strong. Council's cash position is reflective of its requirements to meet its employee benefit obligations along with sufficient funds to cover receivables, payables and general reserves. In preparing the Budgeted Balance Sheet for the year ending 30 June 2017 it is necessary to make a number of assumptions about assets, liabilities and equity balances.

The key objectives which underlined the development of the original LTFP were management of Council's debt and financial sustainability. The revised model allows for a higher level review of the financial implications of decisions taken currently. The new model will be under constant review to ensure it takes into consideration the vision and commitments as set out in the Council Plan.

The key assumptions are that:

- Increase in noncurrent assets, property, infrastructure, plant & equipment, new, renewal, upgrade and maintenance of assets.
- Other debtors and creditors will remain constant.
- Long Service Leave and Gratuity payments will remain constant over the year.
- Repayment of Loan Principal to be \$837,000.
- A target of 96% of total rates and charges raised will be collected in the 2016/2017 year (2015/2016: 96% forecast actual).
- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days.
- Other debtors and creditors to remain consistent with 2015/2016 levels.
- Total Capital Improvement Program is \$47.45 million, new works \$36.10 million plus \$11.44 million in carry forwards from the 2015/2016 program.

LONG TERM STRATEGIES

This section includes the following analysis and information

- 14 Strategic resource plan
- 15 Rating information
- 16 Other long term strategies

14. STRATEGIC RESOURCE PLAN

The Strategic Resource Plan (SRP) identifies the resources required to achieve the objectives detailed in the Council Plan over the next four years. The strategic resource plan is integral to the Council plan and identifies and assesses the resources required both financial and non financial to achieve the objectives of the Council. The SRP is Council's longer term report to the community and links to other key Council strategies and documents.

Council's capacity to deliver the objectives of the Council Plan is based on service culture, values, people, good governance, business systems and technology, asset management, risk and environmental management, competent financial planning and the application of Best Value principles.

The SRP is divided into four sections (refer section 3):

- Plan Development
- Financial Resources.
- Financial Performance Indicators
- Non-Financial Resources

14.1 Plan Development

The Act requires a Strategic Resource Plan to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2016/2017 to 2019/2020 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Maintain existing service levels
- Continue to achieve operating services
- Maintain a capital works and asset improvement program that continues to address the needs of the community and reduce the infrastructure gap
- Achieve a balanced budget on a cash basis.

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

The following targets have been put in place in Councils' Long Term Financial Strategy to ensure the above principals' are achieved.

Balanced Budget

- Positive Underlying Result Ratio; (VAGO)
- Self-financing Ratio greater than 20%; (VAGO)
- Indebtedness Ratio less than 40%; (VAGO) and
- No deficit budgets unless liquidity targets are achieved (City of Maribyrnong)

Liquidity

- Working Capital Ratio greater than 140%; (VAGO) and
- Adjusted Working Capital Ratio greater than 175% (VAGO)

Sustainability

- Investment Gap Ratio greater than 150%; (VAGO)
- Infrastructure Renewal Ratio greater than 100%; (VAGO)
- Sustainability Assessment by the Victorian Auditor-General as low risk; (VAGO) and
- A minimum 30% of Rates revenue applied to Capital (City of Maribyrnong)
- A minimum 70% of Capital applied to Asset Renewal (City of Maribyrnong)

The SRP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

14.2 Financial Resources

To assist Maribyrnong Council in adopting annual budgets within a longer term framework, Council developed a Long Term Financial Plan (LTFP) in 1999 as a part of its ongoing financial planning. The key objectives which underlined the development of the original LTFP were management of Council's debt and financial sustainability. The revised model allows for a higher level review of the financial implications of decisions taken currently. The new model will be under constant review to ensure it takes into consideration the vision and commitments as set out in the Council Plan.

The key financial objectives which underpin the LTFP are:

- Maintain existing service levels.
- Capital Works and Improvement Program of approximately 30% from rates.
- Achieve a balanced budget on a cash basis.
- Ensure Council is able to meet its debt commitments in the long term.
- Maintain increases in rate revenue to CPI where possible, plus a infrastructure levy to assist in the closure of the infrastructure gap and provide for community infrastructure requirements in to the future.

The LTFP is updated and reviewed (annually) to reflect the most up to date conditions. The review addresses the following:

- Council's financial performance and position.
- Revenue and rating strategy.
- Long term borrowing and debt strategy.
- Infrastructure strategy.
- Service delivery strategy.

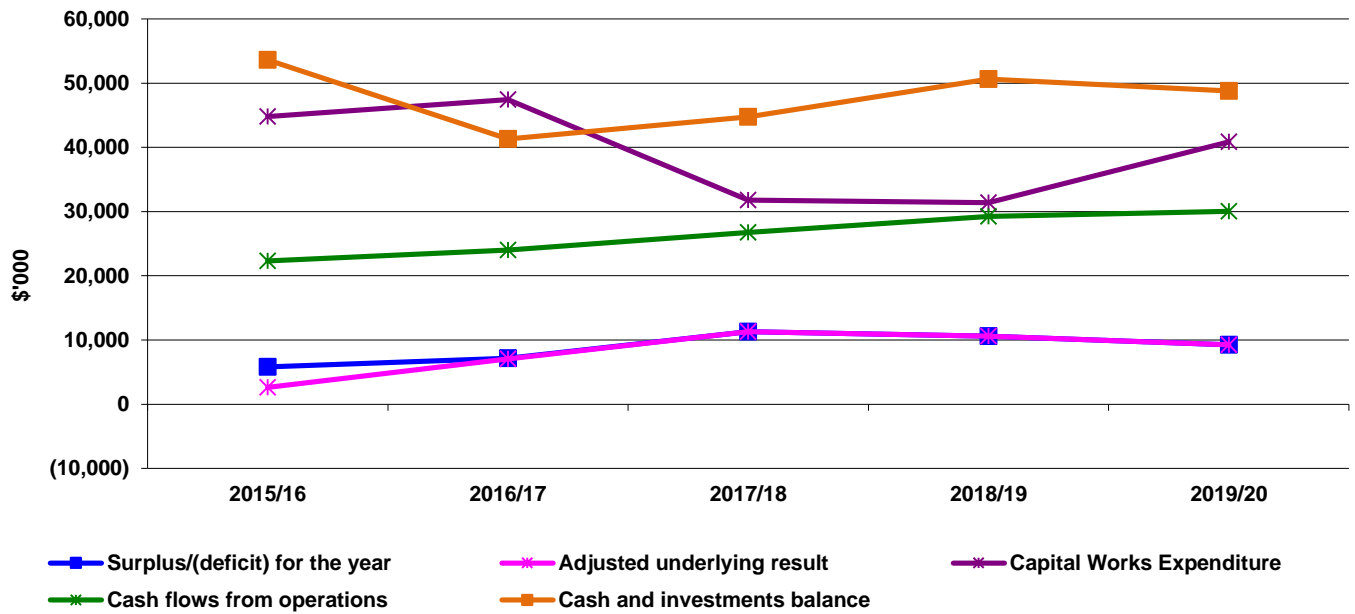
The following table summarises the key financial indicators for the next four years as set out in the SRP for years 2016/2017 to 2019/2020. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2015/16	2016/2017	2017/18	2018/19	2019/20	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	5,819	7,157	11,304	10,580	9,263	-
Adjusted underlying result	2,641	7,057	11,304	10,580	9,263	+
Cash and investments balance	53,632	41,302	44,743	50,625	48,786	+
Cash flows from operations	22,323	24,003	26,737	29,236	30,018	+
Capital works expenditure	44,807	47,454	31,810	31,372	40,843	-

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator
- * This reduction is a result of no reserve funding being budgeted for

The following graph shows the general financial indicators over the four year period.



The key outcomes of the SRP are as follows:

- Financial sustainability - Cash and investments is forecast to increase over the four year period from \$41.3 million to \$48.7 million.
- Service delivery strategy – Service levels have been maintained throughout the four year period. Despite this, operating surpluses are forecast in years 2016/2017 to 2019/2020.
- Borrowing strategy – Borrowings are forecast to reduce from \$1.8 million to \$0 over the three year period.
- Asset and Infrastructure (section 16).

15. RATING INFORMATION

15.1 Rating Strategy

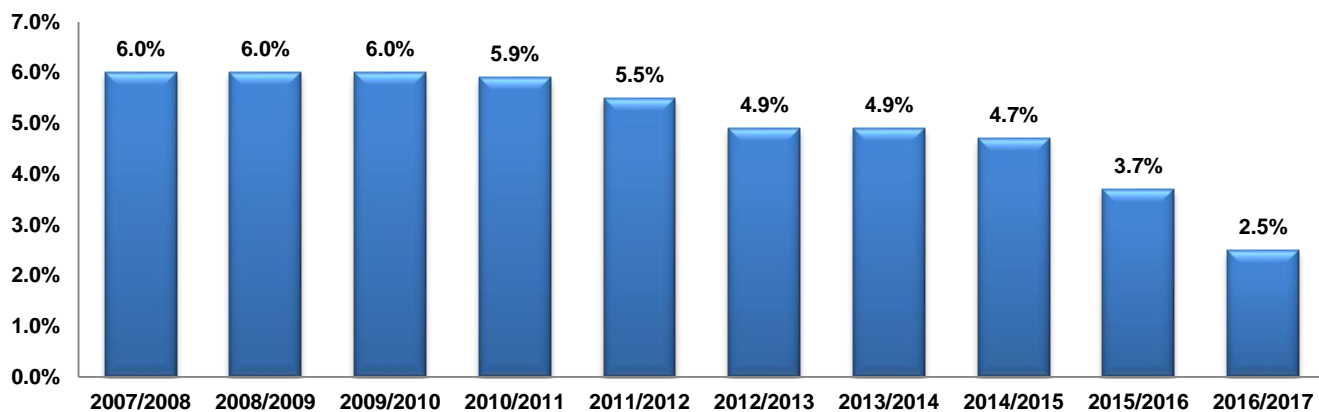
Council's rating strategy for the future should essentially be based around meeting two core principles.

They are:

1. Ensuring that the rating strategy is consistent with the principles of sound financial management as espoused in the Local Government Act (1989) in that Council must "pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden"
2. Balancing the competing needs of confining increases in rates to as low as practicable whilst also ensuring that Council's financial decisions in the present day prudently account for both existing needs and those of future generations in terms of both accessing services and providing the appropriate facilities and infrastructure. In terms of the first principle, the below graph highlights the percentage rate increases that have been applicable at Maribyrnong City Council.

Rate Increases

Financial Years



15.2 Rate Percentage Increases 2007/2008 to 2016/2017

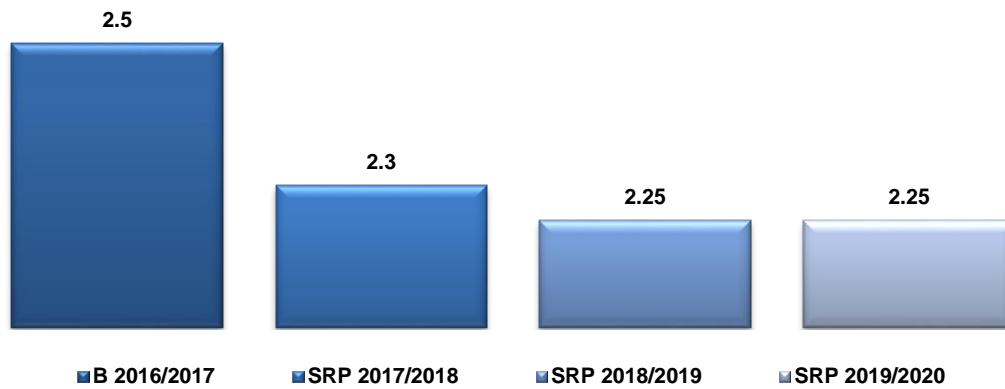
Council's historical record portrays a reasonable approach in ensuring a stable outcome in terms of rating levels. This stability is considered to be prudent financial management and it is crucial that future approaches provided for in this Long Term Financial Plan continue to enhance the ability of Council to deliver this outcome.

With the introduction of the State Governments Rate Capping legislation in 2015 Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

It may not be possible for Council to deliver rate increases linked solely to the Rate Cap set by the Minister for Local Government. With Council dealing with aging infrastructure and grant revenues that do not keep pace with the CPI index and the cost of providing Council services escalating at a rate higher than the CPI.

Adopted future rate increases in the LTFP is in line with the Rate Cap set by the Minister for Local Government.

Future Rate Increases



Basis Of Rating

Council rates are levied on the Net annual value (NAV) method of properties. The valuation as determined by independent valuer’s certified by the Valuer General of Victoria. Maribyrnong Council uses the Net Annual Value (NAV) system to determine its property rates – which is the fairest system for the ratepayers in our City. Council begins by calculating a new valuation – or Capital Improved Value (CIV) – of a property.

The CIV is the site value plus any improvements to the land (i.e. structures such as a house/garage etc).

Council then works out the NAV for each property as:

- For residential properties: 5% of the CIV
- For commercial and industrial properties: 5% (or greater) of the CIV

For example a residential property valued (CIV) at \$600,000 is calculated as:

$$\$600,000 \times .05 = \$30,000 \text{ (NAV)}$$

Your property’s rates amount is then worked out by using the formula:

$$\text{NAV} \times \text{rate in the dollar} = \$ \text{ amount of rates}$$

(The ‘rate in the dollar’ is the same figure for everyone, i.e. 6.453134 cents - 2016/2017)

Residential Impact of the 2016 Revaluation

Council is required under the Local Government Act 1989 to conduct a revaluation of all properties within the municipal boundaries on a two-yearly basis. The effective date of the 2016 revaluation is 1 January 2016, which is consistent for all Councils in Victoria.

The revaluation is conducted by independent contract valuers and outcomes are certified by the Office of the Valuer General. It is important to note that property revaluations do not increase the amount of rate revenue raised by Council – it only redistributes who pays the rates.

The below table highlights the movements in property valuations by Council’s rating type over the past two years.

15.3 Rating Structure

Rating Type	Revaluation CIV 2014-2015	Revaluation CIV 2016-2017	Increase in valuations %	Revaluation NAV 2014-2015	Revaluation NAV 2016-2017	Increase in valuations %
Residential	\$17,096,890,000	\$21,315,167,000	24.67%	\$854,998,400	\$1,066,622,595	24.75%
Commercial	\$3,206,800,000	\$3,547,791,000	10.63%	\$204,660,700	\$218,306,450	6.67%
Industrial	\$1,350,995,000	\$1,600,020,752	18.43%	\$103,682,420	\$119,931,952	15.67%
Total	\$21,654,685,000	\$26,462,978,752	22.20%	\$1,163,341,520	\$1,404,860,997	20.76%

Revaluations

The following shows the disbursement in rates for 2016/2017 percentage by rating type.

Rating Type	2016/2017
Residential	76%
Commercial	15%
Industrial	9%
Total	100%

15.4 General Revaluation & Supplementary Reviews

Council's contract Valuers have carried out the 2016 revaluation and supplementary valuations in accordance with the Valuation of Land Act and the Local Government Act. Part of the process means they will investigate and inspect at least 50% of properties within the revaluation cycle in line with 2016 valuation best practice guidelines.

Residential	Revaluation CIV 2014-2015 \$	Revaluation CIV 2016-2017 \$	Increase in CIV %	Revaluation NAV 2014-2015 \$	Revaluation NAV 2016-2017 \$	Increase in NAV %
Braybrook	1,358,625,000	1,672,383,000	23.09%	67,936,650	83,624,850	23.09%
Footscray	2,925,600,000	3,703,116,000	26.58%	146,418,100	185,384,945	26.61%
Kingsville	850,420,000	1,043,140,000	22.66%	42,522,100	52,157,000	22.66%
Maidstone	1,660,640,000	2,078,529,000	25.16%	83,032,600	104,245,450	25.55%
Maribyrnong	2,923,595,000	3,540,736,000	21.11%	146,179,750	177,036,800	21.11%
Seddon	1,322,040,000	1,671,324,000	26.42%	66,102,000	83,566,200	26.42%
Tottenham	540,000	600,000	11.11%	27,000	30,000	11.11%
West Footscray	2,210,520,000	2,713,388,000	22.75%	110,526,000	135,769,800	22.84%
Yarraville	3,844,910,000	4,891,951,000	27.23%	192,254,200	244,807,550	27.34%

There are many and varied triggers and reasons why a property may require a supplementary valuation and some of these include:

- Development of vacant land
- Change in occupancy
- New subdivisions
- Renovations and extensions
- Sale of non ratable properties
- Consolidation of properties

Rate Payment Options

Maribyrnong City Council will maintain the mandatory installment payment system for 2016/2017. Ratepayers can elect to pay whatever number of payments that best meets their individual needs on the proviso that as a minimum, they remain ahead of the payments amounts that would fall due under the quarterly payment methodology.

The following installment dates apply in 2016/2017:

- 30 September 2016
- 30 November 2016
- 28 February 2017
- 31 May 2017

Due dates for the payment of rates will be detailed on the annual rate notice. Reminder notices will be sent to ratepayers prior to each installment due date.

Council Rate Increases Over The Past 10 Years Year	% Increase	Total Rates Raised \$'000
2005/2006	2.9%	42,399
2006/2007	*5.0%	44,774
2007/2008	~6.0%	48,568
2008/2009	~6.0%	52,507
2009/2010	#6.0%	56,654
2010/2011	#5.9%	60,853
2011/2012	#5.5%	65,123
2012/2013	#4.9%	69,456
2013/2014	#4.9%	75,313
2014/2015	#4.7%	82,006
2015/2016	#3.7%	87,294
2016/2017	2.5%	90,657

* 1.8% rate increase dedicated to asset renewal
 ~ 2.2% rate increase dedicated to asset renewal
 # 2.0% rate increase dedicated to asset renewal

16. SUMMARY OF OTHER STRATEGIES

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

In developing the Strategic Resource Plan (SRP) (see Section 14), borrowings was not included as a funding source.

Council has developed a Long-Term Financial Strategy (LTFS) which provides Council with a 10 year blueprint to meet the increased infrastructure and service needs of a diverse and growing community. The foundation for this blueprint is a robust long term financial plan, to deliver a comprehensive major projects program over the next 10 years of approximately \$300m.

Council's Long-Term Financial Strategy (LTFS) 2015-25 will be revised annually in accordance with the Council Plan. It will comply with the requirements set by the Victorian Auditor-General's (VAGO) Financial Sustainability Indicators and Maribyrnong City Councils best practice indicators.

Council's LTFS is based on predicted financial projections and statements. The assumptions surrounding these projections include a balanced budget, agreed liquidity ratios and Long-Term financial sustainability. These assumptions are underpinned by key financial objectives including maintenance of existing service levels, 30% of rate revenue dedicated to capital, achievable Long-Term debt commitments and rate revenue increases in line with the Fair Go Rates System guidelines.

The structure of LTFS is as follows:

Drivers for the Long Term Financial Strategy

- Borrowing Strategy
- Rating Strategy
- Service Delivery Strategy
- Community Infrastructure Plan & Major Projects
- Long Term Financial Plan
- Asset Management Plans
- Reserves & Grants, User Charges & Other Income

The use of input from these strategies provides Council with a comprehensive approach and a capacity to meet sustainability targets.

Objectives and Goals of the Long Term Financial Strategy

- Balanced Budget
- Liquidity
- Sustainability

Targets and Methodology

Targets and methodology to achieve the LTFS. These targets are provided by the VAGO's for financially sustainability indicators and Councils industry best practice indicators.

Risk Assessment

A range of risks which relate to the achievement of the LTFS.

- Rate Capping
- Capacity to deliver capital works
- Government Grants and Subsidies
- Cost shifting from State and Federal Governments
- Cash and Investments
- Capacity to maintain the 30% of Rates to be spend on Capital Works target.

16.1 Borrowings

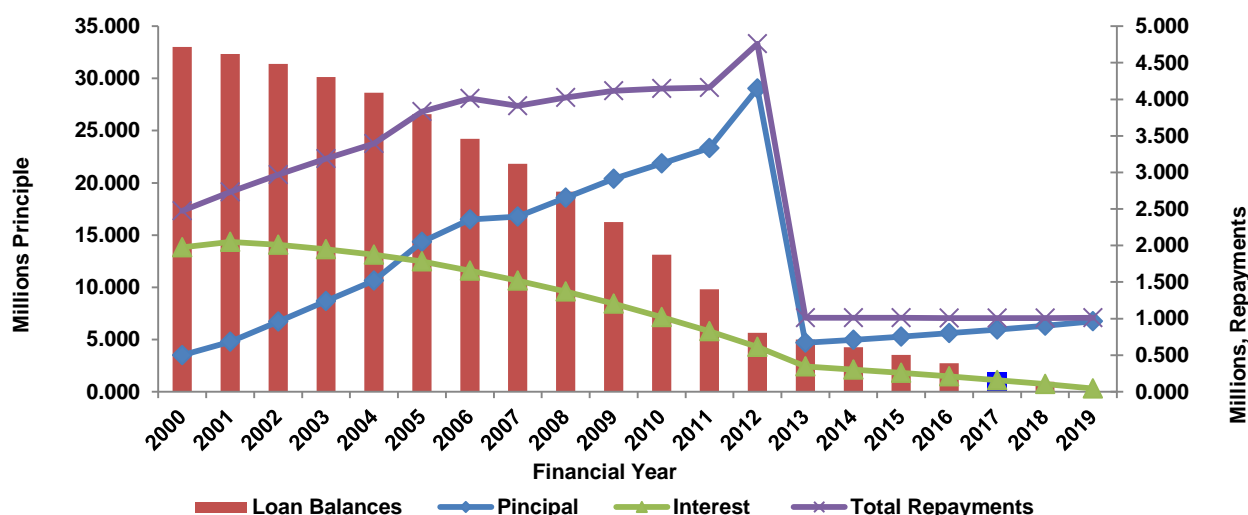
There are no borrowings included in the 2016/2017 budget and therefore, after making loan repayments of \$837,000, will reduce its total existing borrowings to \$1.836 million as at 30 June 2017.

The following table sets out future Adopted borrowings, based on the forecast financial position of Council as at 30 June 2017.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2015/16	0	787	184	2,673
2016/2017	0	837	132	1,836
2017/18	0	890	78	946
2018/19	0	946	20	0
2019/20	0	0	0	0

The following graph shows Council's long term debt position.

Debt Profile



16.2 Assets/Infrastructure

Council has developed a draft 10 year Capital Works and Improvement Program (CWIP) based on the knowledge contained in our Asset Management Plans, which sets out the capital expenditure requirements of Council for the next 10 years by class of asset, and is a key input to the Strategic Resource Plan.

The Capital Works and Improvement Program (CWIP) takes into consideration the user /community requirements(current and future), existing asset condition, rate of asset consumption(backlog) and the renewal funding requirements to meet future community needs and expectations. The CWIP has been developed through a rigorous process of consultation and evaluation.

The CWIP aims to achieve financial and asset sustainability in the medium to long term, whilst still achieving Council's broader community vision and corporate objectives as detailed within our Council Plan.

A key objective of the CWIP is to maintain and renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

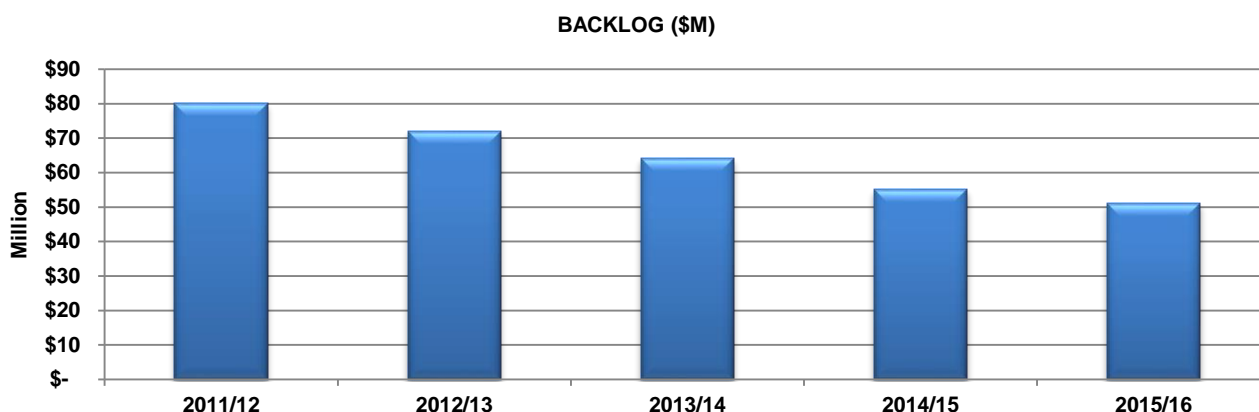
Approximately 30% of Council's total capital rate revenue is dedicated to the Capital and Improvement Program, which is \$27.4 m in 2016/2017 and in accordance with rate capping is projected to increase to \$33.5m in 2025/2026.

It is Adopted that of the total capital rate revenue \$5.4m is to be allocated for funding of Major Projects with the remainder to be funded through other income sources i.e. Reserves, Grants and Asset Sales.

However, a substantial proportion (Approximately 75%) of the capital rate revenue budget will be allocated for asset renewal projects. Council has a renewal backlog (value of assets in **poor condition**) for the major asset classes of approximate value \$55.7m in 2014/15 which has decreased to \$51.9m in 15/16. In addition, each year the asset base deteriorates by \$14.3m (annual rate of deterioration).

Council's strategy is to significantly reduce the backlog caused by assets in poor condition over the next 10 years and in addition to keeping up with the annual rate of deterioration by spending at least or a **minimum of \$19.87m per annum** on the major asset groups (roads and streetscapes, car parks, bridges, pathways, drainage, buildings, parks, recreation and open spaces assets). The 2016/2017 renewal budget (rates plus total income sources) for council's major asset classes is an adequate amount of \$27.44m. Additional funding has been allocated for the additional minor asset classes such as trees, IT equipment, fleet, ticket machines etc. A total allocation of \$2.85m has been budgeted in the program. A total asset renewal amount of \$27 m (75% of overall CIP) has been allocated in the Capital Works and Improvement Program for FY 2016 – 2017 .

The chart below presents the historical backlog values that have been reducing each year and is forecasted to continue reducing with adequate funding allocated for asset renewal.



The estimated backlog for assets in poor condition in 2016/2017 is approximately \$ 46.5M. The following table provides a summary of Council's forward outlook on capital expenditure including funding sources for the next four years.

Summary of Funding Sources

Year	Total Capital Program	Grants	Contributions	Council			Major Projects reserve and Open Space reserve
				Cash	Borrowings	Asset Sales	
				\$'000	\$'000	\$'000	
2015/16	44,807	2,022	0	26,884	0	400	15,501
2016/2017	47,454	1,165	0	27,440	0	400	18,449
2017/18	31,810	704	0	28,066	0	400	2,640
2018/19	31,372	704	0	28,962	0	400	1,306
2019/20	40,843	704	0	29,331	0	400	10,408

In addition to using cash generated from its annual operations, and government grants, Council has significant cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves.

Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to open space.

Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council’s discretion, and they are earmarked for a specific purpose.

16.3 Service Delivery

The key objectives in Council’s Strategic Resource Plan (referred to in Section 14) which directly impact the future service delivery strategy are to maintain existing service levels. The Rating Information (see Section 15) also refers to rate increases into the future in line with Fair Go Rates System. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

Year	Surplus (Deficit) for the year \$’000	Adjusted Underlying Surplus (Deficit) \$’000	Net Service (Cost) \$’000
2015/16	5,819	2,641	(60,951)
2016/2017	7,157	7,057	(61,883)
2017/18	11,304	11,304	(64,610)
2018/19	10,580	10,580	(66,399)
2019/20	9,263	9,263	(68,183)

Service Delivery Strategy (LTFS)

The current legislation requires Council to report annually to its community on its achievements in relation to its best value principles.

This means;

- All services provided by Council must meet quality and cost standards.
- Each service provided by Council must be accessible to those members of the community to whom the service is intended.
- All services provided by Council must be responsive to the needs of the community.
- Council must provide continuous improvement in the provision of services to its community.
- Council must develop program of regular consultation with its community in relation to the principles.
- Council must report regularly to its community on its achievements in relation to the principles.

APPENDIX A - FEES & CHARGES SCHEDULE

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2016/2017 year.

**Community Services
Aged Care**

Service	2016/2017 Total Price	GST	Price
Home care - Base Rate	6.85		6.85
Home Care - Medium Fee	9.30		9.30
Home Care - High Fee Rate	38.20		38.20
Respite Care - Low Rate	3.75		3.75
Respite Care - Medium Fee Rate	5.35		5.35
Respite Care - High Fee Rate	38.20		38.20
Personal Care - Low Rate *	5.25		5.25
Personal Care - Medium Fee Rate	10.40		10.40
Personal Care - High Fee Rate	43.00		43.00
Property Maintenance - Low Rate	14.05		14.05
Property Maintenance - Medium Rate	21.05		21.05
Property Maintenance - High Rate	53.60		53.60
Day Centre Program - Low Rate + meal	8.95		8.95
Day Centre Program - Medium Rate + meal	13.85		13.85
Day Centre Program - High Rate + meal	18.75		18.75
Planned Activity Groups - Low Rate + meal	8.95		8.95
Planned Activity Groups - Medium Rate + meal	13.85		13.85
Planned Activity Groups - High Rate + meal	18.75		18.75
Meals Low Rate	8.95		8.95
Meals Medium Rate	10.15		10.15
Meals High Rate	21.05		21.05
Senior Citizens Centre's - Casual fees	34.77	3.48	38.25
Senior Citizens Centre's - hire for community groups	70.95	7.10	78.05
Bond	367.85		367.85
Brokered Services			
Home Gardening	12.77	1.28	14.05
Day Centre Program - Brokered per session + meal	9.68	0.97	10.65
Meals (brokered)	19.91	1.99	21.90
Home Care (brokered rate)	59.68	5.97	65.65
Respite Care (brokered)	64.45	6.45	70.90
Property Maintenance (brokered)	89.36	8.94	98.30
Personal Care (brokered)	64.45	6.45	70.90
Respite Out of Hours -time & a half (brokered)	99.68	9.97	109.65
Respite Out of Hours - double time (brokered)	132.82	13.28	146.10
Personal Care Out of Hours -time & a half (brokered)	99.64	9.96	109.60
Personal Care Out of Hours - double time (brokered)	132.77	13.28	146.05
Client fees are means tested in accordance with clients' capacity to pay. Brokered rates are adjusted to represent full cost recovery. Fees do not represent a clear increase across all service types in order to keep fees in line with DHS Fees Policy.			
Community Development			
Community Bus (all day/o'night)	82.64	8.26	90.90
Community Bus (5 hours)	34.09	3.41	37.50
Bond Refundable	235.25		235.25
Aged Community Transport (Per day)	3.00		3.00
Social Outings Per outing	3.00		3.00

Service	Price	GST	2016/2017 Total Price
Family and Youth Services			
Central Register System (CRS)			
Administration Fee per child application	20.00		20.00
Fees will be waived for families who are on a range of concession cards including health care cards, pension cards, temporary protection/humanitarian visas, refugee and special humanitarian visas, asylum seeker bridging visas.			
Children's Centre's			
Nappy Bins	102.50		102.50
Sanitary Bins	35.70		35.70
Annual Rental	93.60	10.40	104.00

Phoenix Centre Service (per hour)	Organisations with Youth focus			Organisations without Youth focus			Not for Profit		
	Price	GST	2016/2017 Total Price	Price	GST	2016/2017 Total Price	Price	GST	2016/2017 Total Price
Once Off Users									
The Bunker	15.91	1.59	17.50	40.45	4.05	44.50	17.73	1.77	19.50
The Auditorium	18.64	1.86	20.50	54.55	5.45	60.00	21.36	2.14	23.50
The Training room	15.91	1.59	17.50	40.45	4.05	44.50	17.73	1.77	19.50
The Community Kitchen	13.18	1.32	14.50	20.45	2.05	22.50	15.91	1.59	17.50
Computer hub	13.18	1.32	14.50	20.45	2.05	22.50	15.91	1.59	17.50
Meeting room 3	13.18	1.32	14.50	20.45	2.05	22.50	15.91	1.59	17.50
Outside area	13.18	1.32	14.50	20.45	2.05	22.50	15.91	1.59	17.50
Splash gallery * Price On Application	POA	10%	POA	POA	10%	POA	POA	10%	POA
Bonds									
Facility	200.00		200.00	200.00		200.00	200.00		200.00
Key	50.00		50.00	50.00		50.00	50.00		50.00
Swipe Card	20.00		20.00	20.00		20.00	20.00		20.00
Packages (multiple rooms, cleaning)									
Gig Package - young people only	236.36	23.64	260.00						
Room hire (excludes equipment)	295.45	29.55	325.00						
Room hire (includes equipment)	386.36	38.64	425.00						
Band Memberships	109.09	10.91	120.00						
Other fees									
Holiday Program	9.09	0.91	10.00						
Freeza event tickets	13.64	1.36	15.00						

Library Service	Price	GST	2016/2017 Total Price
Inter library loan fees	0.91	0.09	1.00
Conference room hire Footscray (per hour)	27.27	2.73	30.00
Conference room hire Footscray (Community Rate per hour)	13.64	1.36	15.00
Meeting room 1 hire Maribyrnong/Highpoint (per hour)	27.27	2.73	30.00
Meeting room 1 hire Maribyrnong/Highpoint (Community Rate ph)	13.64	1.36	15.00
Meeting Room 2 hire Maribyrnong/Highpoint (per hour)	9.09	0.91	10.00
Discussion room hire West Footscray (Commercial rate per hr)	22.73	2.27	25.00
Discussion room hire West Footscray (Community rate per hr)	11.36	1.14	12.50
Discussion room hire Footscray (per hour)	9.09	0.91	10.00
Photocopies A4 (per page) B&W	0.18	0.02	0.20
Photocopies A3 (per page) B&W	0.36	0.04	0.40
Photocopies Colour A3 (per page)	2.91	0.29	3.20
Photocopies Colour A4 (per page)	1.55	0.15	1.70
USB drive (8GB)	9.55	0.95	10.50
Head Phones - Computers	3.18	0.32	3.50
Book sales	POA	10%	POA
Fines - Adults	0.32	0.03	0.35
Fines - Juniors	0.18	0.02	0.20
Reservation/Registration Fee (children free)	0.91	0.09	1.00
Replacement cards	3.18	0.32	3.50
Unique Management Fee	13.64	1.36	15.00
Lost and damaged books processing fee	5.00	0.50	5.50

Maidstone Community Centre		Commercial Rate*		Community Rate**		2016/2017 Total Price	2016/2017 Total Price
Service (per hour)	Price	GST	2016/2017 Total Price	Price	GST	2016/2017 Total Price	2016/2017 Total Price
Once Off Users							
Hall/Alcove (per hour)	46.36	4.64	51.00	23.64	2.36	26.00	26.00
Green Room (large)	30.91	3.09	34.00	15.45	1.55	17.00	17.00
Yellow A	30.91	3.09	34.00	15.45	1.55	17.00	17.00
Yellow B	30.91	3.09	34.00	15.45	1.55	17.00	17.00
Hall Meeting Room	30.91	3.09	34.00	15.45	1.55	17.00	17.00
Cottage	30.91	3.09	34.00	15.45	1.55	17.00	17.00
Computer Room (small)	30.91	3.09	34.00	15.45	1.55	17.00	17.00
Kitchen	17.27	1.73	19.00	9.09	0.91	10.00	10.00
Garden Patio	22.73	2.27	25.00	11.82	1.18	13.00	13.00
MCFC Community Room	38.18	3.82	42.00	19.09	1.91	21.00	21.00
MCFC Kitchen	17.27	1.73	19.00	9.09	0.91	10.00	10.00
Package Prices per hour							
Maidstone Community Centre Hall & Kitchen	106.36	10.64	117.00				
Family & Children's Centre - Hall & Kitchen	50.00	5.00	55.00	22.73	2.27	25.00	25.00
Bonds							
Bonds (Hall hire)	500.00		500.00	500.00		500.00	500.00
Bonds (Key hire)	60.00		60.00	60.00		60.00	60.00
Courses							
Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide.	POA	10%	POA	POA	10%	POA	POA
Miscellaneous							
Photocopying A4 per page	0.23	0.02	0.25	0.00	0.00	0.00	0.00
Photocopying A3 per page	0.27	0.03	0.30	0.00	0.00	0.00	0.00
Printing Black & White only	0.23	0.02	0.25	0.00	0.00	0.00	0.00

Maidstone Community Centre			Commercial Rate*		Community Rate**		
Service (per hour)	Price	GST	2016/2017 Total Price	Price	GST	2016/2017 Total Price	
Faxing per connection	0.77	0.08	0.85	0.00	0.00		
BBQ hire (per use)	41.82	4.18	46.00	0.00	0.00		
AV projector	41.82	4.18	46.00	0.00	0.00		
TV DVD/VCR	41.82	4.18	46.00	0.00	0.00		
MCFC BBQ hire (per use)	22.73	2.27	25.00	0.00	0.00		
MCFC Equipment (Projector, Screen, BluRay player)	POA	10%	46.00	POA	10%	POA	
Insurance per Event	Y	see Risk Management					

Maribyrnong Community Centre			Commercial Rate		Community Rate**		
Service (per hour)	Price	GST	2016/2017 Total Price	Price	GST	2016/2017 Total Price	
Once Off Users							
Main Hall	50.00	5.00	55.00	24.55	2.45	27.00	
Large Kitchen & Full dining room	40.91	4.09	45.00	20.00	2.00	22.00	
Large Kitchen & half dining room	30.91	3.09	34.00	15.45	1.55	17.00	
Half dining room	26.36	2.64	29.00	12.73	1.27	14.00	
Recreation room	45.45	4.55	50.00	22.73	2.27	25.00	
Training Room - no computer use	30.91	3.09	34.00	15.45	1.55	17.00	
Training Room - with computer use	35.45	3.55	39.00	17.27	1.73	19.00	
Multi purpose room	35.45	3.55	39.00	17.27	1.73	19.00	
OCC Main room	45.45	4.55	50.00	22.73	2.27	25.00	
Package Prices (per hour)							
Main Hall / Large Kitchen / Full Dining	140.91	14.09	155.00	0.00	0.00		
Main Hall / Large Kitchen / Full Dining / Rec Room	180.00	18.00	198.00	0.00	0.00		
Bonds							
Bonds (Hall hire)	500.00		500.00	500.00		500.00	
Bonds (Key hire)	60.00		60.00	60.00		60.00	
Courses							
Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide.	POA	10%	POA	POA	10%	POA	
Miscellaneous							
Photocopying A4 per page	0.23	0.02	0.25				
Photocopying A3 per page	0.27	0.03	0.30				
Printing Black & White only	0.23	0.02	0.25				
Fax per connection	0.77	0.08	0.85				
AV projector	41.82	4.18	46.00				
Insurance per Event	POA	10%	POA				
Occasional Child Care							
Rate Per hour	10.00		10.00				
Occasional late fee - child pick up per 15 mins.	15.00		15.00				
Concession Rate per hour	8.00		8.00				
Agency per hour	13.00		13.00				
Administration Fee (One off per	30.00		30.00				

Maribyrnong Community Centre Service (per hour)	Commercial Rate		2016/2017 Total Price	Community Rate**		2016/2017 Total Price
	Price	GST		Price	GST	
family)						
Administration Fee - Concession	15.00		15.00			
Administration Fee - Agency	30.00		30.00			

Braybrook Community Hub

Service (per hour)	Commercial Rate		2016/2017 Total Price	Community Rate**		2016/2017 Total Price
	Price	GST		Price	GST	
Once Off Users						
Braybrook Community Hub						
Hall - Meeting Room 1	46.36	4.64	51.00	22.73	2.27	25.00
Meeting Room 2	30.91	3.09	34.00	15.45	1.55	17.00
Meeting Room 3	30.91	3.09	34.00	15.45	1.55	17.00
Tea/ Meeting Room 4 - restricted Use	30.91	3.09	34.00	15.45	1.55	17.00
Meeting Room 5 Interview Room	15.45	1.55	17.00	7.27	0.73	8.00
Meeting Room 6 - Computer Training room	32.73	3.27	36.00	16.36	1.64	18.00
Meeting Room 7	30.91	3.09	34.00	15.45	1.55	17.00
Meeting Room 8	30.91	3.09	34.00	15.45	1.55	17.00
Meeting Room 9 - Sports pavilion	38.18	3.82	42.00	19.09	1.91	21.00
Community Kitchen	17.27	1.73	19.00	8.18	0.82	9.00
Package Prices (per day)						
Main Hall & Kitchen per hour	106.36	10.64	117.00			
Sports pavilion and Kitchen	95.45	9.55	105.00			
Bonds						
Bonds (Hall hire)	435.00		435.00	435.00		435.00
Bonds (Key hire)	60.00		60.00	60.00		60.00
Courses						
Fees and charges for Centre based programs and activities will vary from term to term. For further information please refer to CCN Program Guide.	POA	10%	POA	POA	10%	POA
Miscellaneous						
Photocopying A4 per page	0.23	0.02	0.25	0.00	0.00	
Photocopying A3 per page	0.27	0.03	0.30	0.00	0.00	
Printing Black & White only	0.23	0.02	0.25	0.00	0.00	
Faxing per connection	0.73	0.07	0.80	0.00	0.00	
BBQ hire / Wood Fire garden area	41.82	4.18	46.00	0.00	0.00	
AV projector	54.55	5.45	60.00	0.00	0.00	
Insurance per Event - Risk management	POA	10%	POA	POA	10%	POA

Maribyrnong Aquatic Centre Service	Price	GST	2016/2017 Total Price
Casual Visits			
Adult Entry	5.91	0.59	6.50
10 visit pass	55.91	5.59	61.50
50 visit pass	250.00	25.00	275.00
Child Entry	4.73	0.47	5.20

Maribyrnong Aquatic Centre		Price	GST	2016/2017 Total Price
Service				
10 visit pass		42.73	4.27	47.00
50 visit pass Child		181.82	18.18	200.00
Pensioner/Concession		5.18	0.52	5.70
10 visit pass		46.36	4.64	51.00
50 visit pass Pensioner/Concession		195.45	19.55	215.00
Family Swim		19.09	1.91	21.00
10 visit pass		154.55	15.45	170.00
Swim/Sauna/Spa/Steam		10.45	1.05	11.50
10 visit pass		99.09	9.91	109.00
Pensioner/Concession		8.18	0.82	9.00
10 visit pass		77.27	7.73	85.00
Gymnasium inc S/S/S/S & Locker		23.64	2.36	26.00
Gymnasium inc S/S/S/S/L - Concession		20.00	2.00	22.00
Gymnasium inc S/S/S/S/L 10 visit		204.55	20.45	225.00
Gymnasium inc S/S/S/S/L 10 visit - Concession		168.18	16.82	185.00
Women's Night - Adult		7.45	0.75	8.20
Women's Night - Concession		6.73	0.67	7.40
Women's Night - Child		5.00	0.50	5.50
Women's Night - Family		21.82	2.18	24.00
Women's Night - Adult 10 Visit		68.18	6.82	75.00
Women's Night - Concession 10 Visit		59.09	5.91	65.00
Women's Night - Child 10 Visit		45.45	4.55	50.00
Women's Night - Family 10 Visit		190.91	19.09	210.00
Pool Hire				
Per Lane 25m + entry 3 per person		40.91	4.09	45.00
Per Lane 50m + entry 3 per person		81.82	8.18	90.00
Centre Per Hour P.O.A	POA		10%	POA
Private Swim Lessons - up to 30 June 2016				
Swim Lesson Monthly Direct Debit		63.00		63.00
Swim Lesson Monthly Direct Debit Concession		53.55		53.55
Per Lesson (Quarterly Payments)		20.00		20.00
Per Lesson (Quarterly Payments) Concession		18.50		18.50
Rehabilitation/Disability program* Direct Debit		70.00		70.00
Rehabilitation/Disability program*		24.50		24.50
School Lessons - up to 31st Dec. Within City Of Maribyrnong				
Ratio 1:8		5.00		5.00
Ratio 1:10		4.40		4.40
Ratio 1:12		4.10		4.10
School Lessons - up to 31st Dec. Outside City of Maribyrnong				
Ratio 1:8		5.10		5.10
Ratio 1:10		4.50		4.50
Ratio 1:12		4.20		4.20
Private Swim Lessons - from 1st July 2016				
Swim Lesson Monthly Direct Debit - fortnightly payment		28.50		28.50
Swim Lesson Monthly Direct Debit Concession - F/N payment		24.23		24.23
Per Lesson Quarterly Payments		20.50		20.50
Per Lesson Quarterly Payments Concession		19.00		19.00
Rehabilitation/Disability program* Direct Debit - F/N Payment		33.00		33.00
Rehabilitation/Disability program*		25.00		25.00
School Lessons - from 1st Jan. Within City Of Maribyrnong				
Ratio 1:8		5.20		5.20
Ratio 1:10		4.55		4.55
Ratio 1:12		4.25		4.25

Maribyrnong Aquatic Centre	Price	GST	2016/2017 Total Price
Service			
School Lessons - from 1st Jan. Outside City Of Maribyrnong			
Ratio 1:8	5.30		5.30
Ratio 1:10	4.65		4.65
Ratio 1:12	4.35		4.35
Centre Member's Child Care			
1 child (Swim Lesson time only) 1 hour.	5.00		5.00
10 visit pass (Swim Lesson time only) 1 hour.	43.00		43.00
1 child per 1 1/2 hour	6.80		6.80
10 visit pass	60.00		60.00
1 child per 4.25 hours	20.00		20.00
10 visit pass	170.00		170.00
3 or more children 15% off total fee			
Registration Fee	15.00		15.00
Late Fee per 15 minutes	15.00		15.00
Non Member's Occasional Child Care			
1 child per hour.	13.00		13.00
10 visit pass per hour.	99.00		99.00
1 child per 4.25 hours	38.50		38.50
10 visit pass	345.00		345.00
3 or more children 15% off total fee			
Registration Fee	15.00		15.00
Late Fee per 15 minutes	15.00		15.00
Programs			
Group Exercise Classes	14.55	1.45	16.00
Group Exercise Classes Concession	12.73	1.27	14.00
10 visit pass	131.82	13.18	145.00
10 visit pass - Concession	113.64	11.36	125.00
Senior classes inc. S/S/S/S	7.73	0.77	8.50
10 visit pass	63.64	6.36	70.00
Members add on class	7.27	0.73	8.00
Members add on class 10 visit pass	59.09	5.91	65.00
Memberships			
Health Club 6 months	568.18	56.82	625.00
Health Club 12 months	817.27	81.73	899.00
Aquatics Plus 6 month	435.45	43.55	479.00
Aquatics Plus 12 month	613.64	61.36	675.00
Locker 6 month	122.73	12.27	135.00
Locker 12 month	180.91	18.09	199.00
Ultimate 3 month	504.55	50.45	555.00
Ultimate 6 month	635.45	63.55	699.00
Ultimate 12 month	908.18	90.82	999.00
Off-Peak 6 month	453.64	45.36	499.00
Off-Peak 12 month	659.09	65.91	725.00
Seniors	471.82	47.18	519.00
Child	226.36	22.64	249.00
Active Teens - 3 months	136.36	13.64	150.00
Active Teens - 6 months	209.09	20.91	230.00
Active Teens -12 months	381.82	38.18	420.00
Gym & Swim Rehab - 3 months	359.09	35.91	395.00
Aquatics Plus Rehab - 3 months	359.09	35.91	395.00
Ultimate Rehab	450.00	45.00	495.00
Administration Fee - Refund	54.55	5.45	60.00
Council memberships per fortnight	18.16	1.82	19.98

Maribyrnong Aquatic Centre	Service	Price	GST	2016/2017 Total Price
	*Renewal discount 10% for 3 years + consecutive M'ship	POA	10%	POA
	**Concession Discount on Memberships - 15%	POA	10%	POA
Membership Direct Debit				
	Joining Fee	77.27	7.73	85.00
	Ultimate direct debit per fortnight	36.32	3.63	39.95
	Off Peak direct debit per fortnight	27.23	2.72	29.95
	Health Club direct debit per fortnight	31.77	3.18	34.95
	Aquatics plus direct debit per fortnight	27.23	2.72	29.95
	Results Membership direct debit per fortnight max 3 mths	108.18	10.82	119.00
	Seniors direct debit per fortnight	19.05	1.90	20.95
	Teen Active direct debit per fortnight	17.23	1.72	18.95
	Locker direct debit per fortnight	8.14	0.81	8.95
	*Renewal discount 10% for 3 years + consecutive M'ship	POA	10%	POA
	**Concession Discount on Memberships - 15%	POA	10%	POA
Personal Training				
	1/2 Hour Session - Members	38.18	3.82	42.00
	12 Session Pack - Members	381.82	38.18	420.00
	1 Hour Session - Members	61.82	6.18	68.00
	12 Session Pack - Members	618.18	61.82	680.00
	Results Membership Inc PT	750.00	75.00	825.00
	1/2 Hour Session - Casual	52.73	5.27	58.00
	12 Session Pack - Casual	527.27	52.73	580.00
	1 Hour Session - Casual	70.91	7.09	78.00
	12 Session Pack - Casual	709.09	70.91	780.00
Birthday Parties				
	Birthday Party - Per Child No Food	15.45	1.55	17.00
	Birthday Party - Per Child	23.64	2.36	26.00
	Wages Recovery - Swim Centre etc.	POA	10%	POA
	Product Sales - Retail	POA	10%	POA

Park/Equipment Hire Fees	Service	Price	GST	2016/2017 Total Price
Park Booking				
	Wedding Ceremony	136.36	13.64	150.00
	Private activity - Individual/Family/Corporate Functions	77.27	7.73	85.00
	Community activity (50-150 people)	59.09	5.91	65.00
	Commercial use (minimum)	1,418.18	141.82	1,560.00
	Commercial use (high community benefit)	118.18	11.82	130.00
	Public Liability	22.73	2.27	25.00
	Access through Reserve *from 120	140.00		140.00
Event Permit				
	Community/charity event permit	135.00		135.00
	Private activity event permit - Individual/Family/Corporate Functions	175.00		175.00
	Commercial event permit (minimum)	1,345.00		1,345.00
	Commercial event permit (high community benefit)	315.00		315.00
Bond Fees				
	Community use - (per day minimum)	200.00		200.00
	Private Activities - Individual/Family	200.00		200.00
	Private Activities - Business/Corporate Functions (minimum)	3,220.00		3,220.00
	Corporate or commercial use (minimum)	3,220.00		3,220.00
Personal Trainers 6 month booking				
	Category 1: 3-5 participates	160.00		160.00
	Category 2: 6-15 participates	445.00		445.00

Park/Equipment Hire Fees			2016/2017
Service	Price	GST	Total Price
Category 3: 16-40 participates	1,290.00		1,290.00
Crown Land License	100.00		100.00
Crown Land Individual Use fee (Per Participant) Under Review	POA		POA
Sport Grounds and Pavilions			
Type of use			
Corporate or commercial use (minimum)	3,454.55	345.45	3,800.00
Corporate or commercial use (High Community Benefit)	259.09	25.91	285.00
Seasonal fees in accordance with Council Policy (adopted August 2008)	POA	10%	POA
Casual hire of Grounds (Per day - 2 Sessions)	86.36	8.64	95.00
Casual hire of Pavilions (Per day - 2 Sessions)	86.36	8.64	95.00

ARTS & CULTURE SERVICE			
Bluestone Church Arts Venue			
Service	Price	GST	2016/2017
			Total Price
			\$
Hire Hall Fee (per day)	\$45.45	\$4.55	\$50.00
Hire Hall Fee (per week)	\$218.18	\$21.82	\$240.00
Hire Hall Fee (per half day)	\$30.91	\$3.09	\$34.00
Hire Hall Fee (per two hour block)	\$13.64	\$1.36	\$15.00
Hire Hall Fee (additional hourly charge)	\$6.82	\$0.68	\$7.50
Insurance Fee	\$22.73	\$2.27	\$25.00
PA Fee (per day)	\$22.73	\$2.27	\$25.00
PA Fee (per week)	\$90.91	\$9.09	\$100.00
Security Bond	\$200.00		\$200.00

Corporate Services

Information Requests		Price	GST	2016/2017 Total Price \$
Service				
Application Fee		\$27.20		\$27.20
Supervision Charges per Qtr hr.		\$20.40		\$20.40
A4 copy charges per copy FOI		\$0.20		\$0.20
Sale of Information				
Photocopying - Information Requests		\$0.18	\$0.02	\$0.20

Customer Service & Civic Facilities		Price	GST	2016/2017 Total Price \$
Service				
Reception Room Hire				
Hire of Reception Room	Mon-Fri 8.30am to 5pm per hour	\$54.82	\$5.48	\$60.25
Hire of Reception Room - Subsidised	Mon- Fri 8.30am-5pm per hour	\$19.91	\$1.99	\$21.90
Hire of Reception Room	Mon-Fri 5pm to 11pm and 8.30am-11pm weekends per hour	\$84.73	\$8.47	\$93.20
Hire of Reception Room - Subsidised	Mon-Fri 5pm to 11pm and 8.30am-11pm weekends per hour	\$49.82	\$4.98	\$54.80
* Standard bond	Per booking	\$194.95	\$19.50	\$214.45
Insurance - not for profit and community groups	Per booking	\$24.41	\$2.44	\$26.85
Town Hall Meeting Room Hire				
Hire of Town Hall Meeting Rooms	Mon-Fri 8.30am to 5pm per hour	\$29.91	\$2.99	\$32.90
Hire of Town Hall Meeting Rooms - Subsidised	Mon- Fri 8.30am-5pm per hour	\$14.95	\$1.50	\$16.45
Hire of Town Hall Meeting Rooms	Mon-Fri 5pm to 11pm and 8.30am-11pm weekends per hour	\$59.73	\$5.97	\$65.70
Hire of Town Hall Meeting Rooms - Subsidised	Mon-Fri 5pm to 11pm and 8.30am-11pm weekends per hour	\$44.82	\$4.48	\$49.30
Bond	Per booking	\$97.50	\$9.75	\$107.25
Insurance - not for profit and community groups	Per booking	\$23.64	\$2.36	\$26.00
Equipment Hire	Lights and AV per week	POA	10%	POA

Property Services		Price	GST	2016/2017 Total Price \$
Service				
Title search fee		\$28.32	\$2.83	\$31.15
Weekly License fee on (fences, pipelines, drainage etc.)		\$4.50 pm2	10%	POA
Facilitation fee (right of access)		Valuation	10%	POA
Air space license fee		Valuation	10%	POA
Lease rental		POA	10%	POA
Legal Fees Received		POA	10%	POA
Envelope - Advertising		POA	10%	POA

Activation & Relationship Management Festivals Service		Price	GST	2016/2017 Total Price \$
Festival - Commercial fees		\$30,000.00	\$3,000.00	\$33,000.00
Festival - Commercial site bond		\$10,000.00		\$10,000.00
Food vans		\$363.64	\$36.36	\$400.00
Creative containers bond		\$200.00		\$200.00

Revenue Services	Price	GST	2016/2017 Total Price \$
Rates Office			
Title Information	\$82.50		\$82.50
Viewing of sales register	\$77.00		\$77.00
"Urgent processing" (customer service requests)	\$130.00		\$130.00
Land Information Certificates	\$24.75		\$24.75

Planning Services

Parking and Local Laws	Price	GST	2016/2017 Total Price \$
Local Laws			
Inspection fee for Circus, Carnivals & Festivals	\$80.00		\$80.00
Filming Permits first day inclusive of application fee	\$600.00		\$600.00
Each second and subsequent days	\$300.00		\$300.00
Filming parking bay fee (per bay)	\$55.00		\$55.00
Traffic management plans review (per hour)	\$75.00		\$75.00
Inspection fee for Heavy Vehicular Permit	\$80.00		\$80.00
Inspection fee for Camping Permit	\$80.00		\$80.00
Inspection fee for Open Air Burning	\$80.00		\$80.00
Inspection fee for Camping on Roads	\$300.00		\$300.00
Inspection fee for Building Site Fee	\$140.00		\$140.00
Impound Fee for Abandoned Vehicles	\$440.00		\$440.00
Daily storage fee abv's and other items	\$45.00		\$45.00
Release fee for shopping trolleys	\$105.00		\$105.00
Impound Fee for Seized items	\$440.00		\$440.00
Local Laws Permits			
Goods on Footway (small item)	\$165.00		\$165.00
Goods on Footway	\$315.00		\$315.00
A Boards (standard)	\$110.00		\$110.00
A Boards (large)	\$165.00		\$165.00
A Boards (extra large)	\$315.00		\$315.00
Tables & chairs (Per set)	\$165.00		\$165.00
Permit for more than 3 Animals (Other than Restricted breed dogs)	\$45.00		\$45.00
Permit for other animals (once off fee)	\$45.00		\$45.00
Permit for more than 3 Restricted Breed Dogs	\$510.00		\$510.00
Rubbish Skip Non commercial shopping centres (up to and including 3 days)	\$50.00		\$50.00
Rubbish Skip Non commercial shopping centres (per day, four days or more)	\$20.00		\$20.00
Rubbish Skips (Commercial shopping centres per day)	\$50.00		\$50.00
Rubbish Skips (additional days to max of 7 days)	\$20.00		\$20.00
Shipping containers on council land (3 days)	\$120.00		\$120.00
Storage of building materials on Council land (per day)	\$25.00		\$25.00
Itinerant trader (per day)	\$20.00		\$20.00
Mobile food Vendor Permit (Daily)	\$190.00		\$190.00
Special Mobile food Vendor Permit (site specific tendered)	\$3,325.00		\$3,325.00
Standard Mobile food Vendor Permit	\$2,300.00		\$2,300.00
Sale of Abandon Vehicles	POA	10%	POA
Resident Parking Permit			

Parking and Local Laws	Price	GST	2016/2017 Total Price \$
New permit fees (Implemented June 2014)			
1st resident permit (valid for 1 year)	\$0.00		\$0.00
2nd resident permit (valid for 1 year)	\$50.00		\$50.00
3rd resident permit (valid for 1 year)	\$75.00		\$75.00
1st Visitor permit (valid for 1 year)	\$40.00		\$40.00
2st Visitor permit (valid for 1 year)	\$60.00		\$60.00
Replacement of "lost" visitor permit	\$75.00		\$75.00
Replacement of "lost" disability parking permit	\$75.00		\$75.00
Special purpose parking permit (per bay/per day)	\$15.00		\$15.00
HSCP Hospital South Carpark staff permit (Daily rate)	\$5.50		\$5.50
Private residential parking permit short term	\$10.00		\$10.00
Private residential parking permit 1 year	\$20.00		\$20.00
Workzone Construction Permit(Restricted non Commercial) per day per bay	\$15.00		\$15.00
Workzone Construction Permit(Commercial Shopping Strip) per day per bay	\$25.00		\$25.00
Workzone Construction Permit(Unrestricted) per day per bay	\$10.00		\$10.00
Residential Tradespersons Permit (restricted) per vehicle max 4 weeks	\$20.00		\$20.00
Residential Tradespersons Permit (non restricted) per vehicle max 4 weeks	\$10.00		\$10.00
Special Function Parking Permit 20 per event (Each)	\$10.00		\$10.00
Pay & Display Ticket Machines			
Rates per policy between \$0.50 and \$3.00 per hour.	various	plus 10%	various
Infringements (set by State Govt.)			
Animal registration			
Unsterilised dogs	\$160.00		\$160.00
Reduced fee dogs (Mandatory 1/3 of full fee or less)	\$52.00		\$52.00
Eligible recipients unsterilised dog	\$80.00		\$80.00
Eligible recipients (reduced fee) dogs	\$26.00		\$26.00
Dangerous Dog Registration	\$200.00		\$200.00
Unsterilised cats	\$160.00		\$160.00
Reduced fee cats (Mandatory 1/3 of full fee or less)	\$52.00		\$52.00
Eligible recipients unsterilised cats	\$80.00		\$80.00
Eligible recipients reduced fee cats	\$26.00		\$26.00
Fee to view registration register	\$37.00		\$37.00
Copy fee to obtain certificate of registration (per record)	\$68.00		\$68.00
Registration / Renewal of Domestic Animal Business	\$150.00		\$150.00

Building Services	Application Fee	GST	2016/2017 Total Price \$	Inspection fee (each required inspection)	GST	2016/2017 Total Price \$
RESIDENTIAL		10%			10%	
(Building Permit fees:-subject to commercial market trends that may vary from time to time. (please note 2 inspections required)						
Approval to retain	\$900	\$100	\$1,000	\$900	\$100	\$1,000
Any carport, garage fence, minor internal dwelling alterations etc. Max total up to \$10,000.00 (please note 2 inspections required)	\$306.23	\$30.62	\$336.85	\$274.00	\$27.40	\$301.40
Demolitions	\$384.09	\$38.41	\$422.50	\$265.00	\$26.50	\$291.50
New dwelling & dwelling additions	\$396.5 Min Plus \$1.97/m2	10%	POA	\$139.00	\$13.90	\$152.90
Multi Unit Developments	\$428.69 Min Plus \$1.90/m2	10%	POA	\$139.00	\$13.90	\$152.90
Residential inspections				\$139.00	\$13.90	\$152.90
Variation to building permit - residential	\$284.59	\$28.46	\$313.05			
Lapsed Permit Inspection - residential	\$284.59	\$28.46	\$313.05			
Issue Occupancy Permit - Residential	\$284.59	\$28.46	\$313.05			
Commercial and Industrial Work						
\$0 - \$5,000	\$624.86	\$62.49	\$687.35	\$201.45	\$20.15	\$221.60
\$5,001 - \$50,000	\$624.8 + \$13.90 per \$1000 over \$5,000	10%	variable	\$201.00	\$20.10	\$221.10
\$50,001 - \$500,000	\$1240.60 + \$3.20 per \$1000 over \$50,000	10%	variable	\$201.00	\$20.10	\$221.10
\$500,001+	\$2572.15 +\$3.2 per \$1000 over \$500,000	10%	variable	\$201.00	\$20.10	\$221.10
Building permit lodgment fees only for over \$5,000.00 cost of works. PBS to Council: Class 1 & 10 class 2 to 9.	Fix stat. fee		Fix stat. fee	\$36.40		\$36.40
Building Commission Levy applying to all building permits based on value of works over \$10,000 in addition to building application fees.	Compulsory State Govt Levy 0.128%		Levy			
Commercial and industrial inspections				\$201.00	\$20.10	\$221.10
Lapsed Permit Inspection - comm & ind				\$382.18	\$38.22	\$420.40
Variation - commercial and industrial	\$471.82	\$47.18	\$519.00			
Issue Occupancy Permit - Commercial	\$396.36	\$39.64	\$436.00			
Hoarding Permit (On street public protection)	\$5.00m2/ week min \$371.90		\$5.00m2/ wk min \$371.90			
Property information requests (reg 327)	\$49.90		\$49.90			
Admin. Fee for extension of time				\$206.59	\$20.66	\$227.25
Application to Occupy the Street (mobile crane/concrete pump - day pass)	\$371.90		\$371.90			
COUNCIL CONSENT						

Building Services	Application Fee	GST	2016/2017 Total Price \$	Inspection fee (each required inspection)	GST	2016/2017 Total Price \$
Land Liable to Flooding	\$250.60		\$250.60			
Building over an Easement	\$250.60		\$250.60			
Sitting Dispensations	\$250.60		\$250.60			
Sitting where 173 agreement applies	POA		POA			
OTHER						
Search of records for: In-house / archives	\$74.55	\$7.45	\$82.00			
Drawings of Residential and industrial buildings						
Residential copies of plans: A4 copy	\$1.36	\$0.14	\$1.50			
A3 copy	\$4.09	\$0.41	\$4.50			
A2 copy	\$6.82	\$0.68	\$7.50			
A1 copy	\$14.55	\$1.45	\$16.00			
Cancellation of Building Permit application	POA	10%	POA			
Application for Siting for Prescribed Temporary Structures (POPE)	\$250.55	\$25.05	\$275.60	\$139.00	\$13.90	\$152.90
Application for Occupancy Permit for Prescribed Temporary Structure (POPE)	\$797.73	\$79.77	\$877.50	Prescribed fee [minimum \$768.5 + inspection fee \$154/hr (Min \$154) and surcharge of 50% for weekend or after hours inspection] must be paid when making application.	10%	POA
Copies of Reports/Specifications -per 1	\$130.00	\$13.00	\$143.00			
Fast track Property information request (Response within 5 days)	\$193.00		\$193.00			
Property information requests (reg 327)	\$49.90		\$49.90			
Fines - prosecutions			Various			Various
Note: A 15% surcharge will apply on all building permit and inspection fees in the case of owner builder applications.						

Planning Services			2016/2017
Planning Services Fees	Price	GST	Total Price \$
Application Fees			
Class 1 - Use Permits	\$502.00		\$502.00
Single Dwellings - buildings and works to one dwelling or ancillary only, includes satellite dishes, garages, pools etc...			
Less than \$10,000	Nil		NIL
Class 2 - One Dwelling Per Lot \$10,000 - \$100,000	\$239.00		\$239.00
Class 3 - One Dwelling Per Lot > \$100,000	\$490.00		\$490.00
Class 4 - Developments less than \$10,000	\$102.00		\$102.00
Class 5 - Developments \$10,000 - \$250,000	\$604.00		\$604.00
Class 6 - Developments \$250,000 - \$500,000	\$707.00		\$707.00
Class 7 - Developments \$500,000 - \$1,000,000	\$815.00		\$815.00
Class 8 - Developments \$1,000,000 - \$7,000,000	\$1,153.00		\$1,153.00
Class 9 - Developments \$7,000,000 - \$10,000,000	\$4,837.00		\$4,837.00
Class 10 - Developments \$10,000,000 - \$50,000,000	\$8,064.00		\$8,064.00
Class 11 - Developments \$50,000,000	\$16,130.00		\$16,130.00
Class 12 - To subdivide an existing building	\$386.00		\$386.00
Class 13 - To subdivide land into two lots	\$386.00		\$386.00
Class 14 - Realignment of a Common Boundary	\$386.00		\$386.00
Class 15 - To subdivide land	\$781.00		\$781.00
Class 16 - To remove a restriction over land	\$249.00		\$249.00
Class 17 - To create, vary or remove a restriction/right of way	\$541.00		\$541.00
Class 18 - To create, vary or remove an easement	\$404.00		\$404.00
Amend an application after notice has been given	\$102.00		\$102.00
Determination on satisfaction of the Responsible Authority.	\$102.00		\$102.00
Certificate of Compliance	\$147.00		\$147.00
Retrospective additional application fee	\$300.00		\$300.00
Note: As fees are fixed from time to time by State Government, current fees remain until we are notified by change to regulations.			
Administration Charges			2016/2017
	Price	GST	Total Price \$
Extension of time for dwelling extensions, 1-4 dwellings	\$205.00		\$205.00
Extension of time for developments of 5-9 dwellings	\$350.00		\$350.00
Extension of time for 10 or more dwellings	\$500.00		\$500.00
Extension of time for any use/commercial development less than \$1 million	\$205.00		\$205.00
Extension of time for any commercial development greater than \$1 million	\$350.00		\$350.00
Note: The fee for amendments to planning permits and plans is a sliding scale based on development cost, similar to the planning application fees structure.			
Planning Services Fees			2016/2017
	Price	GST	Total Price \$
Amendments to permit Section 72 Planning & Environment Act 1987			
Type of amendment to permit			
Class 1, application to amend use	\$0.00		\$502.00
Class 2, application to amend permit preamble or conditions	\$502.00		\$502.00
Use/development for single dwelling if cost of amendment is;			
Class 3, \$10,000-\$100,000	\$239.00		\$239.00
Class 4, \$100,000+	\$490.00		\$490.00
To develop land if cost of amendment is;			
Class 5, \$0-\$10,000	\$102.00		\$102.00
Class 6, \$10,001-\$250,000	\$604.00		\$604.00
Class 7, \$250,001-\$500,000	\$707.00		\$707.00
Class 8, \$500,001+	\$815.00		\$815.00

Planning Services	Price	GST	2016/2017 Total Price \$
Planning Services Fees			
Class 9, application to amend a permit to subdivide an existing building, subdivide into 2 lots, realign a boundary or consolidate lots.	\$386.00		\$386.00
Fast track applications - standard application fees apply. Payment of a fast track fee enables the application to be processed and issued within 30 days	\$100.00		\$100.00
Secondary Consent Application for dwelling extensions	\$150.00		\$150.00
Secondary Consent Application resulting from enforcement	\$300.00		\$300.00
Secondary Consent Applications 1-4 dwellings	\$200.00		\$200.00
Secondary Consent Applications 5-9 dwellings	\$300.00		\$300.00
Secondary Consent Applications for 10 or more dwellings	\$500.00		\$500.00
Secondary Consent Applications for any use or commercial development less than \$1 million	\$200.00		\$200.00
Secondary Consent Applications for any commercial development greater than \$1 million	\$300.00		\$300.00
Subdivide land, Subdivision Act 1988.			
Certify a plan of subdivision	\$100.00		\$100.00
Any other application for certification.	\$100.00		\$100.00
Administration Charges	Price	GST	
Advertising - up to 8 letters	\$160.00		\$160.00
Advertising - each additional letter	\$7.00		\$7.00
Advertising - each additional public notice	\$30.00		\$30.00
Heritage Demolition Advice	\$59.60		\$59.60
Building regulation consent and report	\$232.95		\$232.95
Compliance with permit advice	\$160.00		\$160.00
Compliance with permit advice for off site file	\$200.00		\$200.00
Property Information	\$160.00		\$160.00
Property Information for off site file	\$200.00		\$200.00
Copy of Endorsed Plan/Photocopies	\$160.00		\$160.00
Check on building envelope compliance	\$160.00		\$160.00
Planning Register per month	\$20.00		\$20.00
Planning Register per year	\$180.00		\$180.00
Variation to Urban Design Guidelines	\$350.00		\$350.00
Photocopies (A4) per sheet	\$1.00		\$1.00
Photocopies (A3) per sheet	\$2.50		\$2.50
Photocopies (A1) per sheet.	\$10.00		\$10.00
Photocopies (A0) per sheet	\$15.00		\$15.00
Condition 1 Plans approval - a fee may apply to the second submission of Condition 1 plans for approval	\$100.00		\$100.00
Section 173 agreement (add or amend)	\$500.00		\$500.00
Pre application meeting fees may apply to the second or more pre application meetings for the same address - at planners discretion	\$136.36	\$13.64	\$150.00
Planning Scheme Amendments fees	Price	GST	
Planning scheme - request to amend	\$798.00		\$798.00
Planning scheme - consider submissions	\$798.00		\$798.00
Planning scheme - adopting and submitting	\$524.00		\$524.00
Planning scheme - considering a request to approve and giving notice (forwarded to Minister)	\$798.00		\$798.00

Environmental Health	Price	GST	2016/2017 Total Price \$
Food Act 35A(1)			
Food Premises up to & including 10 employees - Childcare	\$566.00		\$566.00
Food Premises up to & including 10 employees - Aged Care	\$566.00		\$566.00
Fast Track Food Premises Fee	\$636.36	\$63.64	\$700.00
Food Premises, Temporary Food Premises, Mobile Food Premises with 20 employees (pro rata)	\$852.00		\$852.00

Environmental Health	Food Act 35A(1)	Price	GST	2016/2017 Total Price \$
Food Premises, Temporary Food Premises, Mobile Food Premises up to 10 employees		\$566.00		\$566.00
Food Premises - Social/Sporting Club		\$283.00		\$283.00
Food Premises, Temporary Food Premises, Mobile Food Premises up to 10 employees - Supermarket, Milk Bars, Convenience Store, Bars, Nuts, Groceries,		\$436.00		\$436.00
Food Premises, Temporary Food Premises, Mobile Food Premises - Extra employees		\$31.00		\$31.00
Food Premises, Temporary Food Premises, Mobile Food Premises up to & including 10 employees - Non Profit		\$286.00		\$286.00
Food Premises, Temporary Food Premises, Mobile Food Premises - Non Profit		\$220.00		\$220.00
Food Premises Prepackaged Food Only - Warehouses, Greengrocers, Cold stores		\$339.00		\$339.00
Vending Machines Class 2		\$175.00		\$175.00
Vending Machines Class 3		\$138.00		\$138.00
Transfer Food Act Premises - Food Premises, Temporary Food Premises, Mobile Food Premises	Class 1, 2 & 3			50% renewal
Food Premises Late Fee		\$115.00		\$115.00
Food Premises Maximum Fee		\$2,500.00		\$2,500.00
New Food Premises Application for Class 1,2,3 (Including MCC premises including Street trader)		\$1,200.00		\$1,200.00
Schools and Institutions non for profit -one off events, fetes etc.		\$94.00		\$94.00
New Food Premises Pre Application Meeting		FREE		FREE
Additional or multiple Mobile Food Vehicles, Temporary Food Premises per unit for Class 2		\$283.00		\$283.00
Additional or multiple Mobile Food Vehicles, Temporary Food Premises per unit for Class 3		\$218.00		\$218.00
PUBLIC HEALTH & WELLBEING ACT		Sect 69 (1)		
Hairdressers only		\$180.00		\$180.00
Tattooists, Cosmetic Tattooists, Body Piercing, Colonic irrigation		\$400.00		\$400.00
Beauty Therapy, Hairdressers (including ear piercing, waxing)		\$280.00		\$280.00
Prescribed Accommodation		Sect 67		
Prescribed Acc. Up to & including 5 Apartments		\$300.00		\$300.00
Prescribed Acc. With more than 5 Apartments - extra for each		\$50.00		\$50.00
Prescribed Acc. Maximum Fee		\$900.00		\$900.00
Transfer Public Health Wellbeing (PHW) Act Premises		50% renewal		50% renewal
PHW Act Premises - Late Fee		\$115.00		\$115.00
CARAVAN PARKS				
Caravan Parks (Long term/Short term Site) per caravan site		\$11.50		\$11.50
Transfer Caravan Parks		\$167.00		\$167.00
PROFESSIONALSERVICES				
Solicitors/Premises Enquiry Report / 5 business days		\$440.91	\$44.09	\$485.00
Solicitors/Premises Enquiry Report / 10 business days		\$295.45	\$29.55	\$325.00
Professional services, additional follow up inspections (per hr)		\$106.36	\$10.64	\$117.00
On-Site premises Suitability Inspection (per hr)		\$106.36	\$10.64	\$117.00
PLANS PROCESSING				
Plans processing (per square meter) Up to 50 m2		\$315.00		\$315.00
	51-100 m2	\$390.00		\$390.00
	101-150m2	\$440.00		\$440.00
	Over 151m2	\$495.00		\$495.00

Environmental Health	Food Act 35A(1)	Price	GST	2016/2017 Total Price \$
	Minor Alterations	\$250.00		\$250.00
PRODUCT SALES				
	Thermometer & Swabs	\$63.64	\$6.36	\$70.00
	Swabs	\$8.18	\$0.82	\$9.00
	Sharps Container (fee includes container and disposal)	\$23.64	\$2.36	\$26.00
Food Act				
	Annual Temporary Food registration renewal fee (for MCC registered premises)	\$188.00		\$188.00
	Temporary Food on site inspection and assessment (Non MCC registered premises)	\$188.00		\$188.00
	Change of Classification Assessment (per hr)	\$750.00		\$750.00
	Duplicate Registration Certificate	\$60.00		\$60.00
Septic Tanks/Greywater				
ENVIRONMENTAL PROTECTION ACT 1970 SECTION 53				
	New Installations Private Property	\$260.00		\$260.00
	Septic Tanks New Installations Community Groups	\$130.00		\$130.00
Additional Services				
	Solicitors/Premises enquiry follow up compliance inspection - 5 business days	\$300.00		\$300.00
	Solicitors/Premises enquiry follow up compliance inspection - 10 business days	\$200.00		\$200.00
	Solicitors/Premises enquiry duplicate report	\$60.00		\$60.00
	Administration fee	\$113.64	\$11.36	\$125.00
Food Premises Closure (new fees)				
	Additional Follow up Compliance Assessment fee - per hour	\$117.00		\$117.00
	Food Premises Closure - Voluntary	\$750.00		\$750.00
	Food Premises Closure - Formal Notice	\$2,000.00		\$2,000.00
	Food Premises Closure - DH & DHS initiated	\$2,000.00		\$2,000.00
	Food Premises Closure - Per additional day or part there of	\$300.00		\$300.00

Infrastructure Services

Civil Design & Transport	Service	Price	GST	2016/2017 Total Price \$
Traffic and Transport				
	Traffic count information search fee	\$42.73	\$4.27	\$47.00
	Traffic count information per page	\$5.91	\$0.59	\$6.50
	Provision of traffic count report (per hour - one hour minimum)	\$160.00	\$16.00	\$176.00
	Carry out traffic counts (per count)	\$313.64	\$31.36	\$345.00
	B-Double & over dimensional route permits	\$313.64	\$31.36	\$345.00
Development Fee				
	Plan Checking Subdivisions	0.75%		
	Subdivision supervision	2.50%		
	Plan checking work in Road Reserve	0.83%		
	Supervision work in Road Reserve	2.65%		
	Civil works plan checking/engineering assessment(per hour - 1 hour minimum)	\$105.00		\$105.00
	After hours supervision (per hour - 1 hour minimum) Inspector of Contracts	\$105.00		\$105.00
	Incomplete Works Bond - Administration Fee	\$105.00		\$105.00

Section 43 of the Act all trust fees of \$50 or more are increased annually in accordance with CPI for all groups in Melb. @ December for effect in July.

Cemetery Service	Price	GST	2016/2017 Total Price \$
*** Fees can not be changed until ratified by the Cemetery Trust ***			
Private Graves			
Land (Lawn Sections)	\$1,932.35		\$1,932.35
Land (Other Sections)	\$1,618.15		\$1,618.15
Sink/Reopen Stand. Size Grave 2.12m (7')	\$1,250.45	\$125.05	\$1,375.50
Sink/Reopen Over Size Grave (extra)	\$232.95	\$23.30	\$256.25
Sink/Each additional 0.3m (1') (extra)	\$232.95	\$23.30	\$256.25
Sink/Reopen Grave (no cover)	\$1,250.45	\$125.05	\$1,375.50
Sink/Reopen Grave (with cover)	\$1,593.64	\$159.36	\$1,753.00
Cover/Ledger removal	\$250.09	\$25.01	\$275.10
Internment into Vault or Mausoleum Crypt	\$1,607.86	\$160.79	\$1,768.65
Internment of Cremated Remains	\$243.41	\$24.34	\$267.75
Extra Charges			
Search on records/written info	\$36.30		\$36.30
Copy of right of Internment document	\$38.80		\$38.80
Transfer of right of Internment	Nil		
Authorised Exhumation	\$2,607.05	\$260.70	\$2,867.75
Lift and Reposition	\$2,627.23	\$262.72	\$2,889.95
Concrete cap to enable 500mm-750mm seal to ground level	\$354.73	\$35.47	\$390.20
Internment on Saturday morning, public holidays, outside normal booking hours (by arrangement)	\$430.82	\$43.08	\$473.90
Internment without notice (two working days)	\$390.32	\$39.03	\$429.35
Monumental Fee			
Memorial Permit Fees – Installation – New headstone, base & foundation Single	\$238.60		\$238.60
Memorial Permit Fees – Installation – New headstone & base (existing foundation) Single	\$342.30		\$342.30
Memorial Permit Fees – Installation – New Full Monument – Headstone, Kerb, Ledger & foundation Single	\$757.25		\$757.25
Memorial Permit Fees – Installation – New Full Monument – Headstone, Kerb & Ledger (existing foundation) Single	\$669.10		\$669.10
Restoration/Additional works to Existing Memorial			
Memorial Permit Fees – Renovation – Minor Single	\$114.10		\$114.10
Memorial Permit Fees – Renovation – Major Single	\$352.70		\$352.70

Plaques			
<i>All plaques charged at supplier's total cost + cemetery fee listed below</i>		Nil	
Administration and installation	\$103.41	\$10.34	\$113.75
Supply & install base slab	\$193.64	\$19.36	\$213.00

	Price	GST	2016/2017 Total Price \$
Asset protection			
Street protection fee	\$308.00		\$308.00
Street protection bond (min)	\$519.00		\$519.00
Drainage			
Legal point of drainage discharge	\$65.00		\$65.00
Legal point of drainage discharge MUD	\$269.90		\$269.90
Drainage Plan Approval	\$202.40		\$202.40
Stormwater inspection	\$308.00		\$308.00
Permits			
Road opening permit	\$147.65		\$147.65
Vehicular crossing permit	\$308.00		\$308.00
Re-inspection fee	\$90.00		\$90.00

Description of Service	Price	GST	2016/17 Total Price \$
Garbage Service			
Residential Additional 120L garbage bin (bin supply & collection service)	\$190.00		\$190.00
Residential Additional 240L garbage bin (bin supply & collection service)	\$300.00		\$300.00
Residential Additional garbage bin 120 L subsequent annual collection service fee	\$136.00		\$136.00
Residential Additional 240L garbage bin subsequent(annual collection service)	\$272.00		\$272.00
Additional 240L garbage bin Commercial (annual collection service)	\$300.00		\$300.00
Additional 660L Skip (bin supply & collection service)	\$1,312.00		\$1,312.00
Additional 1100L Skip (bin supply & collection service)	\$1,714.00		\$1,714.00
Additional garbage skip 660L subsequent annual collection service fee	\$882.00		\$882.00
Additional garbage skip 1100L subsequent annual collection service fee	\$1,167.00		\$1,167.00
Recycling Service			
Additional 120 bin supply & collection service	\$74.00		\$74.00
Additional 240 bin supply & collection service	\$81.00		\$81.00
Additional 360 bin supply & collection service	\$132.00		\$132.00
Additional recycling 660 skip Supply and collection	\$939.41		\$939.41
Additional recycling 1100 skip Supply and collection	\$1,017.00		\$1,017.00
Additional recycling 120 or 240 recycling bin - annual collection fee	\$56.80		\$56.80
Additional recycling 660 skip annual collection service fee	\$509.00		\$509.00
Additional recycling 1100 skip annual collection service fee	\$509.00		\$509.00
Green Waste Service			
Annual green waste collection service fee 120Litre			\$105.00
Additional 120L green waste bin (supply and collection service)			\$156.00
Additional 240L green waste bin (supply and collection service)			\$190.00
Additional green waste 120L bin subsequent (annual collection service fee)			\$102.00
Annual green waste collection service fee 240Litre			\$118.00
At Call Hard & Green Waste Service			
Annual Hard/Green waste collection service fee (Owner / Occupier)	\$0.00		\$0.00
Additional Hard/Green waste collection	\$84.55		\$84.55

*The additional garbage bin fee in the first year of service incorporates cost of bin supply. Subsequent years only incur the annual garbage collection service fee.

^The additional recycling bin fee in the first year of service incorporates cost of bin supply. Subsequent years only incur the annual recycling collection service fee.

Hard Surface Reinstatement Rates Surface	Area	Price	GST	2016/2017 Total Price \$
Ordinary Road min 1sq m.	Up to 25 sqm	\$169.86	\$16.99	\$186.85
	Over 25 sqm	\$87.64	\$8.76	\$96.40
Heavy Duty Road	Up to 25 sqm	\$200.00	\$20.00	\$220.00
	Over 25 sqm	\$117.77	\$11.78	\$129.55
Concrete Footpath	Up to 5 sqm	\$188.73	\$18.87	\$207.60
	5-25 sqm	\$167.82	\$16.78	\$184.60
	Over 25 sqm	\$132.86	\$13.29	\$146.15
Concrete Footpath (colour)	Up to 5 sqm	\$213.95	\$21.40	\$235.35
	5-25 sqm	\$193.00	\$19.30	\$212.30
	Over 25 sqm	\$158.00	\$15.80	\$173.80
Asphalt Footpath	Up to 5 sqm	\$152.14	\$15.21	\$167.35
	5-25 sqm	\$123.05	\$12.30	\$135.35
	Over 25 sqm	\$113.86	\$11.39	\$125.25
Domestic Crossover	Up to 25 sqm	\$202.77	\$20.28	\$223.05
Domestic Crossover (colour)	Up to 25 sqm	\$233.55	\$23.35	\$256.90
Industrial Crossover	Up to 25 sqm	\$230.73	\$23.07	\$253.80
Concrete Kerb/Channel	Up to 5 linm	\$293.64	\$29.36	\$323.00
	5-20 linm	\$265.68	\$26.57	\$292.25
Concrete Kerb/Channel (colour)	Up to 5 linm	\$328.64	\$32.86	\$361.50
	5-20 linm	\$300.64	\$30.06	\$330.70
Stone Kerb/Channel	Up to 5 linm	\$391.55	\$39.15	\$430.70
	5-20 linm	\$363.59	\$36.36	\$399.95
Bluestone Laneway	Up to 25 sqm	\$264.27	\$26.43	\$290.70
	Over 25 sqm	\$216.73	\$21.67	\$238.40
Natures Strip	Up to 25 sqm	\$107.05	\$10.70	\$117.75
Supervision fee - main renewals	pm	\$171.18	\$17.12	\$188.30
Top soil & seeding		\$91.68	\$9.17	\$100.85
Repair storm water Kerb adaptor CL9		\$196.91	\$19.69	\$216.60
Pit lid (SEP)		\$615.27	\$61.53	\$676.80
Pit lintel frame		\$727.14	\$72.71	\$799.85
Pram Crossing	SQM	\$209.77	\$20.98	\$230.75
Pram Crossing (Colour)	SQM	\$228.41	\$22.84	\$251.25
Pit only		\$1,590.91	\$159.09	\$1,750.00
Pit lid (Getic/junction)		\$1,258.55	\$125.85	\$1,384.40
Tactiles	SQM	\$419.50	\$41.95	\$461.45
Traffic Control Weekday - day time		\$1,104.73	\$110.47	\$1,215.20
Traffic Control Weekday - night time		\$1,440.32	\$144.03	\$1,584.35
Traffic Control Weekday - minimum 4 hours		\$552.36	\$55.24	\$607.60

Service	Price	GST	2016/2017 Total Price \$
Tree Removal Amenity Value (basic rate) Trunk size			
6cm	\$336.95		\$336.95
10cm	\$936.05		\$936.05
15cm	\$2,106.10		\$2,106.10
20cm	\$3,744.20		\$3,744.20
25cm	\$5,850.30		\$5,850.30
30cm	\$8,424.45		\$8,424.45
35cm	\$11,466.60		\$11,466.60
40cm	\$14,976.80		\$14,976.80
45cm	\$18,955.00		\$18,955.00
50cm	\$23,401.25		\$23,401.25
55cm	\$28,315.50		\$28,315.50
60cm	\$33,697.80		\$33,697.80

Service	Price	GST	2016/2017 Total Price \$
65cm	\$39,548.10		\$39,548.10
70cm	\$39,548.10		\$39,548.10
75cm	\$45,866.45		\$45,866.45
80cm	\$52,652.80		\$52,652.80
85cm	\$59,907.10		\$59,907.10
90cm	\$67,629.60		\$67,629.60
95cm	\$75,820.05		\$75,820.05
100cm	\$84,478.50		\$84,478.50
105cm	\$93,605.00		\$93,605.00
110cm	\$103,199.50		\$103,199.50
115cm	\$113,262.05		\$113,262.05
120cm	\$123,792.60		\$123,792.60
Removal and Replant Fee Price On Application (POA)			
Tree Removal (height)			
0-3mt	\$174.40		\$174.40
3-8mt	\$726.60		\$726.60
8-20mt+	\$2,179.80		\$2,179.80
Stump Grind			
0-30cm	\$145.75		\$145.75
30cm-1mt	\$145.75		\$145.75
1mt +	\$145.75		\$145.75
Reinstatements small	\$0.00		\$0.00
Reinstatement Large	\$0.00		\$0.00
New tree Planting	\$356.00		\$356.00

APPENDIX B**BUDGET PROCESSES**

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the Local Government Act 1989 (the Act) and Local Government (Planning and Reporting) Regulations 2014 (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

The 2016/17 budget, which is included in this report, is for the year 1 July 2016 to 30 June 2017 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ending 30 June 2017 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

A 'Adopted' budget is prepared in accordance with the Act and submitted to Council in May for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the Adopted budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

With the introduction of the State Governments Rate Capping legislation in 2015 Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

The Key dates to the 2016/2017 budget process is as follows:

Process	Timing
Councillors & EMT Workshop - Councillor Strategic Planning	14 November 2015
First Cut Budget for Officers for Review	5 January 2016
First Councillor Briefing – Budget 2016/2017	2 February & Shifted to 9 February 2016
Second Councillor Briefing – Budget	8 March 2016
Councillor Briefing – Budget	12 April 2016
Meeting of Council to resolve on Budget and call for submissions	19 April 2016
Community Information Session – Council Plan & Budget	April/May 2016
S.223 submissions closed - (28 Clear Days)	27 May 2016
S.223 meeting to consider submissions to Budget	7 June 2016
Meeting of Council to Adopt Budget and Council Plan	14 June 2016

APPENDIX C

Strategic Initiatives Program 2016/2017

Ref No.	Strategic Initiatives	Council Plan Strategic Objective	Wellbeing Outcomes	2016/2017 Exp
IN1	Lacrosse international event	Liveability	Community Harmony	5,000
IN2	Yarraville Glory Soccer Club building improvements	Liveability	Liveability	10,000
IN3	Yarraville Cricket Club building upgrade	Liveability	Liveability	10,000
IN4	Play Connect Program	Liveability	Community Harmony	5,000
IN5	Yarraville Youth Centre	Liveability	Equity	30,000
IN6	Footscray/Yarraville band percussion	Liveability	Cultural Vibrancy	2,500
IN7	West Projections	Liveability	Cultural Vibrancy	5,000
IN8	Larissa McFarlane Seddon photos wall art	Liveability	Cultural Vibrancy	2,000
IN9	Sun Theatre wall art	Liveability	Cultural Vibrancy	5,000
IN10	Gambling - Research - Measuring Harm from Pokies	Economic Prosperity	Equity	15,000
IN11	Southern University Games	Livability	Cultural Vibrancy	30,000
IN12	Girls Guide to Footscray video	Liveability	Equity	10,000
Total Community Services				129,500
IN13	47 - 61 Byron Street (Little Saigon), Footscray	Economic Prosperity	Economic Prosperity	35,000
IN14	Implementation of Suite of On Line Payments	Organisational Accountability	Liveability	80,000
IN15	Website and intranet	Organisational Accountability	Efficient Workforce	250,000
Total Corporate Services				365,000
IN16	FCAC solar project	Environmental Sustainability	Environmental Sustainability	2,500
IN17	Bike Station at Afton Street Bridge	Transport	Sustainable Transport	10,000
IN18	Existing Parking Restriction Audit	Transport	Efficient Workforce	40,000
IN19	Ongoing Implementation of NMITS	Environmental Sustainability	Liveability	30,000
IN20	Footscray CBD Cleansing Program	Economic Prosperity	Economic Prosperity	250,000
Total Infrastructure Services				332,500
IN21	Barkly Village - little India theme/Diwali festival - support festival temp flagpoles, host a festival	Liveability	Cultural Vibrancy	6,500
IN22	New Little Music Festival	Liveability	Cultural Vibrancy	20,000
IN23	The New Footscray video - destination marketing	Economic Prosperity	Economic Prosperity	10,000
IN24	Kirner Kosky scholarship support (FUT)	Economic Prosperity	Equity	25,000
IN25	Yarraville Traders festival contribution	Liveability	Cultural Vibrancy	5,000
IN26	Community bank pitch event	Liveability	Community Harmony	1,500
IN27	Stony Creek Music Festival contribution	Liveability	Cultural Vibrancy	30,000
IN28	Friends of Newells Paddock promotional equipment	Environmental Sustainability	Environmental Sustainability	2,000

Ref No.	Strategic Initiatives	Council Plan Strategic Objective	Wellbeing Outcomes	2016/2017 Exp
IN29	Opera/Shakespeare in the Park	Liveability	Cultural Vibrancy	5,000
IN30	Bike and street furniture in Albert Street Footscray	Liveability	Liveability	3,500
IN31	Public exercise equipment in North Braybrook along the newly laid walking track or closer to the temple/Cranwell Reserve	Liveability	Liveability	20,000
IN32	South Road Braybrook shopping strip (towards Duke Street) beautification work, gateway planting	Liveability	Liveability	20,000
IN33	Pritchards Reserve Braybrook - tree planting	Environmental Sustainability	Environmental Sustainability	10,000
IN34	Little Saigon/Little Africa wayfinding - interesting street signage	Environmental Sustainability	Liveability	10,000
IN35	Footscray Laneway Activation	Liveability	Liveability	35,000
IN36	Henry Turner sign replacement	Liveability	Liveability	5,000
IN37	Bicycle furniture Footscray	Liveability	Liveability	25,000
IN38	Footscray tree planting	Environmental Sustainability	Environmental Sustainability	15,000
IN39	Shorten Reserve - picnic table	Liveability	Liveability	8,000
IN40	Cranwell Reserve - drinking fountain, shade tree planting & BBQ	Liveability	Liveability	25,000
IN41	Kindersmith Reserve - shelter	Liveability	Liveability	25,000
IN42	Skinner Reserve - shade tree planting	Environmental Sustainability	Environmental Sustainability	17,000
IN43	Playground at Amarco Reserve	Liveability	Liveability	10,000
IN44	Yarraville Gardens - seating	Liveability	Liveability	6,000
IN45	Goods Yard Soccer goal fence and net	Liveability	Liveability	4,500
IN46	Bin enclosures - Yarraville	Liveability	Well Planned City	6,000
IN47	McNish Reserve - shade sail	Liveability	Well Planned City	40,000
IN48	4 Heritage signs for the Anglers McNab and Dale Stables	Liveability	Cultural Vibrancy	20,000
IN49	Path from scenic way to flat ground	Urban Growth	Well Planned City	10,000
IN50	Burton Reserve Soccer Goals	Liveability	Liveability	6,000
IN51	Drink fountain at Footscray Station	Liveability	Liveability	5,000
IN52	Park seats - Pipemakers to Footscray Park	Liveability	Liveability	12,000
IN53	Amarco park - swing set	Liveability	Liveability	10,000
IN54	Mulengar Street Braybrook (Quang Ming Temple) street scape kerbside parking optimisation/enhancements	Urban Growth	Well Planned City	10,000
IN55	e-Plan	Environmental Sustainability	Efficient Workforce	45,000
Total Planning Services				508,000
Total Strategic Initiatives				1,335,000